

**Partnerships for Food Industry Development
A U.S./Ukrainian/Moldovan Partnership**

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**Third Annual Work Plan (Final Revision)
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**In association with
The World Food Logistics Organization,
The World Laboratory, Ukraine Branch, and
The National Institute of Animal Husbandry and Veterinary Medicine of Moldova**

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List of Acronyms and Abbreviations

ACSA.....	Agency for Consulting and Training in Agriculture, Moldova
ACM	Advisory Committee Meeting
ASBA.....	Azov Sea Basin Association
AWP.....	Annual Work Plan
BISNIS	Business Information Service for the Newly Independent States
CAMIB	Central Agricultural Marketing Information Bureau
CNFA.....	Citizen's Network for Foreign Affairs
FDA.....	Food and Drug Administration
HACCP	Hazard Analysis Critical Control Point
IIFSQ.....	International Institute for Food Safety and Quality
INZVM	National Institute of Animal Husbandry and Veterinary Medicine
ISS.....	Information Support System
JV	Joint Venture
LSU AgCenter	Louisiana State University Agricultural Center
MTE	Mid-Term Evaluation (conducted by USAID)
MOU(s).....	Memorandum/Memoranda of Understanding
NRA	National Refrigeration Association (of Moldova)
PFID.....	Partnerships for Food Industry Development (general program administered by USAID)
PFID-MSP.....	PFID-Meat Seafood and Poultry (as administered by the LSU AgCenter)
SAR.....	Semi-Annual Report
STTA.....	Short-Term Technical Assistance
TTT	Train-the-Trainer
Ukrmiasso	National Association of Meat Producers of Ukraine
Ukrptakhoprom.....	Ukrainian Poultry Production Association
TTT	Train-the-Trainer
USAID	United States Agency for International Development
WFLO	World Food Logistics Organization
World Lab	World Laboratory, Ukraine Branch
WTO	World Trade Organization

Section I. Introduction and Summary

This document presents the revised third annual work plan for the Partnerships for Food Industry Development for Meat, Seafood and Poultry (PFID-MSP) Program. This project resulted from USAID approval of a proposal submitted by Louisiana State University Agricultural Center (LSU AgCenter), the World Food Logistics Organization (WFLO), the World Laboratory Branch in Ukraine (World Lab), and the National Institute of Animal Husbandry and Veterinary Medicine of Moldova (INZVM). While the project incorporates a global strategy for processing meat, seafood and poultry, it focuses its initial activities in Ukraine and Moldova.

The partners to this proposal have planned a four-year food industry development program with five objectives: 1) investigate the status of the industry; 2) develop awareness for critical issues among key players; 3) formulate support mechanisms; 4) create technical and educational capacity; and 5) foster business partnerships. The proposal emphasized concrete technical assistance and links among the food industry with U.S. counterparts. Resulting commercial gains for the food industry include improved food plant utilization and product quality improvement. This initiative is expected to assist Ukraine and Moldova to regulate this industry and facilitate their complete participation in the WTO (Moldova already has entered).

Most of the first years' activities involved project start-up, assessment and planning. In Year Two, PFID-MSP developed a series of support mechanisms for the Food Industry chain, including improved linkages with raw material suppliers, association building and an information support system for the industry. The Project also focused on capacity building, including training in food safety, economics, marketing and cold chain issues. PFID-MSP capacity building also included case studies in the processing of Moldovan fresh water fish. PFID-MSP/INZMV has collected and analyzed information on Joint Ventures in Moldova, providing expertise in joint venture formation among business leaders and policy recommendations to government.

In developing the PFID-MSP's activity plans for Year Three (2003) the following activities were conducted:

- A November planning meeting in Chişinău, Moldova;
- The Second Advisory Committee Meeting (ACM) held in January at Kyiv, Ukraine;
- The Mid-Term Evaluation (MTE) conducted by USAID immediately following the ACM (the MTE's report was submitted in March 2003); and
- An April 4th discussion meeting between key members of USAID and PFID-MSP, after which the LSU AgCenter submitted a response report to the MTE and that meeting.

At the first two meetings, it was decided that World Lab and INZMV would provide most of the initiative in conducting project activities, supported by LSU AgCenter and WFLO. Future Project activities will focus on meeting the Project's three implementation objectives, as follows:

- *Support Mechanisms* – Enhancement of the Information Support Systems, stakeholder associations and linkages for improving supply of raw material;

- *Capacity Building* – The International Institute for Food Safety and Quality, HACCP introduction and case studies of value-added products in Moldova and other training activities; and
- *Fostering Joint Venture Formation* – Through case studies and information sharing.

The Information Support System in both countries will include an Internet presence and collaboration with other entities to provide relevant information to stakeholders in the food industry. Such information will cover topics such as cold chain issues and food safety, as well as the meat, poultry and seafood sectors. Association enhancement activities will include capacity building, integration with the ISS, marketing assistance and support of business proposals submitted by associations. Raw material linkages involve supporting a central livestock market in Ukraine.

The IIFSQ and the Moldovan partner institution will aim to create conditions for HACCP implementation through training, monitoring, collaboration with US food safety and quality entities, policy advocacy and the establishment of food science departments at national universities. INZMV has begun to facilitate expansion of the freshwater fish processing to a commercial level and conduct a deep processing trial of spent hen meat.

Through continued case study preparation and dissemination, PFID-MSP/Moldova will identify Moldovan businesses with the potential to attract foreign investment and recommend appropriate strategies. General project management activities will include maintenance of the PFID-MSP web site, a Project evaluation and development of a procedure to submit associate award proposals as needed.

The original AWP was submitted to USAID in February 2003. This revision is based on the MTE's recommendations and LSU AgCenter's responses to those recommendations. The MTE's recommendations included continued focus on international food safety and quality standards and targeted assistance in the area of industry association support, including practical information support useful to industry clients. The MTE recommended discontinued support to production-side assistance activities and a change of PFID-MSP's management in Moldova. It also recommended a formal marketing program of PFID-MSP for USAID missions.

At the time of this final revision, the new Moldovan partner, the Central Agricultural Marketing Bureau (CAMIB) has been selected through a transparent process with the participation and guidance of the USAID/Chişinău and the PFID CTO/Project Manager. As the new Moldovan partner, CAMIB will perform the roles originally delegated to INZMV. Some work items have already been started by INZMV and will be continued by CAMIB; to eliminate confusion this document will use the phrase "PFID-MSP/Moldova" when it is referring to actions undertaken by both institutions.

These activities as well as general management and monitoring are outlined in the schedule found in Section IV.

Section II. Review of the Second Year's Activities and Accomplishments

The Project is currently in its third year of operation. The bulk of the second years' activities involved the establishment of support mechanisms, capacity building and industry analysis leading to future facilitation of business partnerships. Those activities will be summarized below with a comparison of targets and actual accomplishments, as well as inferences for this year's operations. This section will conclude with an examination of the Project's progress in relation to what was planned in its second Annual Work Plan (2nd AWP) that was submitted in February 2002.

A. Overview of Project Activities

PFID-MSP has developed a series of support mechanisms that have facilitated linkages and Partnerships within the Food Industry chain. World Lab has facilitated the establishment of a central market to sell beef cattle in Ukraine. This is expected to increase transparency, create equal trading conditions, and improve price of raw material.

PFID-MSP/World Lab helped form the Azov Sea Basin Association (ASBA), enhancing the fisheries sector in Ukraine. Members' harvest volumes increased on average by twenty percent and they have greater access to regional markets. Several ASBA members who formally operated in the "shadow sector" now have the means to produce at a scale sufficient for participation in the formal economy. Cost of production decreased because ASBA members shared resources and eliminated intermediaries while sales prices increased due to quality and other marketing improvements. PFID-MSP also helped form associations in the Moldovan fish industry and linked them to markets and processors. PFID-MSP's role in association development involves training (including seminars provided by WFLO), assistance in registration and technical assistance to member services such as marketing.

Another PFID-MSP support mechanism is an Information Support System for the Industry. Newly available databases were developed to be useful to clients, wholesalers and potential investors in electronic and hardcopy format. Dissemination of this information has involved collaboration with trade associations, government agencies and other projects in the development field.

Another major program focus for PFID-MSP is capacity building, particularly in such topics as food safety, quality and regulatory compliance. The Project has provided food safety training in such concepts as basic Hazard Analysis for Critical Control Points (HACCP) and train-the-trainer programs and has established the International Institute for Food Safety and Quality (IIFSQ) in Ukraine. As a result, it has developed a cadre of trainers in both countries who are now certified to conduct training in country. Key manuals have been translated for training and industry reference. PFID-MSP has linked US institutions such as the Food and Drug Administration (FDA, which is considering an Memorandum of Understanding with the Ukrainian and Moldovan governments) and the HACCP Alliance with Ukraine and Moldova. The Moldovan mandate that processing plants be HACCP certified by January 2004 illustrates government buy-in of these issues. Due to the establishment of food safety and regulatory confidence, access to foreign markets has increased. Other PFID-MSP training includes topics in economics, marketing and cold chain issues.

The conduct of technical case studies also is considered a capacity building activity because it increases the industry's body of knowledge. PFID-MSP/INZMV has conducted such an activity in the area of post harvest assistance and development of value added products. In a processing trial INZMV successfully collaborated with a local fish processor to produce marketable products from local fresh water fish. These fresh water fish products were test marketed at the 2002 National Agricultural Exposition and are ready for industrial level processing.

PFID-MSP/INZMV has collected and analyzed information on the existing environment for Joint Ventures, identifying unique constraints to JV formation in Moldova. As a result, the Moldovan team has acquired expertise in joint venture formation and is able to build capacity among business leaders and provide policy recommendations to government.

B. Progress in Relation to Second Annual Work Plan

The following list compares the anticipated indicators of Project Activities of the last six months, as stipulated in the 2nd Annual Work Plan (AWP) with the actual results.

1) Results not meeting planned indicators:

- Deep processing seminar, scheduled for August was not held as INZMV wished to finalize trial processing results;
- World Lab and INZMV each selected two instead of the planned eight participants for the WFLO Institute;
- Monitoring of seafood HACCP implementation is delayed until June 2003; and
- World Lab did not explicitly conduct case studies as mentioned in the work plan although the components of many of their support mechanisms could be described as such.

2) Results conforming to planned indicators:

- Support mechanisms – Networks for raw material supply, information management, and IIFSQ were established as stated in the 2nd AWP;
- Seminars – Stakeholder participants received training in HACCP, economic and marketing issues and cold chain management.

3) Results exceeding planned indicators:

- Association development – Fourteen associations are active participants in PFID-MSP, exceeding the work-plan indicator by nine; and
- HACCP Train-the-Trainer (TTT) certification – The seventeen certified trainers exceed the target by five.

C. USAID's Mid-Term Evaluation

1. Background

In January 2003, USAID conducted a mid-term review of PFID-MSP's performance of the first half of their four-year Cooperative Agreement and to make recommendations to USAID on the future of this partnership. A four-person assessment team was assembled and traveled to Ukraine and Moldova from January 19 to 29, 2003. In Ukraine the team participated in the PFID-MSP Annual Advisory Committee Meeting and additional interviews were conducted with PFID-MSP clients and members of the local agribusiness communities in Ukraine and Moldova.

In the Mid-Term Evaluation (MTE) Report, dated March 27, 2003, the evaluation team concluded that the most outstanding performance has occurred under Program Objective 4, "Create Technical and Educational Capacity", within the industry. The Evaluation Team stated that poorly performing activities include those activities aimed at improving the supply of raw materials to the processing industry and the fostering of business partnerships. The evaluation team wrote that the scope of these two issues in the target countries is well beyond the capabilities of the assembled partnership.

In Moldova, the Evaluation Team saw significant management problems and major weaknesses in business aspects that have hindered the program's success. The MTE Report states that these issues have been raised with LSU on several occasions by USAID from the start of the PFID-MSP program in Moldova and, although some progress has been made, the team believed that local management of the program in Moldova is still in the wrong hands.

2. Summary of Recommendations and PFID-MSP's Responses

Based on these findings, the Evaluation Team made five recommendations, summarized below. The PFID Management Team from USAID/Washington, two members of the Evaluation Team, the LSU AgCenter and WFLO reviewed the Evaluation Team's report on April 4, 2003 at Baton Rouge. The meeting participants focused on those five recommendations and the PFID-MSP staff asked for guidance from the USAID staff regarding the next steps in their response to those recommendations. This resulted in PFID-MSP's written response to the MTE report (already submitted to USAID).

- 1) PFID-MSP should focus the remaining two years of the Cooperative Agreement on technical assistance and capacity building in the area of international food safety and quality standards, with the aim of sustainability by the end of the Cooperative Agreement. The work plans for years 3 and 4 should reflect this focus.
- 2) PFID-MSP should continue modest and targeted assistance in the area of industry association support, including practical information support useful to industry clients. The work plans for years 3 and 4 should reflect this focus.
 - PFID-MSP has agreed to adopt both of the preceding recommendations. Changes have been made in the AWP for Year 3 and will be made in Year 4's AWP to reflect these recommendations.

- 3) PFID-MSP should discontinue support to activities that are not clearly well within the core competency of the assembled partners and not likely to deliver anticipated results described in the Cooperative Agreement program description. These include production-side assistance activities such as livestock marketing associations/auctions, credit unions, and improved animal production schemes. The work plans for years 3 and 4 should reflect this change.
 - PFID-MSP has adopted this recommendation as it pertained to strict livestock production recommendations, such as a Moldovan out-grower scheme and a Ukrainian credit union. However, it proposed that some project activities, which were believed to be directly within the scope of PFID-MSP (as defined in the Cooperative Agreement), should be allowed to continue. This included the livestock marketing auctions, defined as a support mechanism enabling Ukrainian stakeholders to increase effectiveness in regulating their food industries. Another activity involved the Moldovan processing trials, which would promote capacity building through collaborative research.
- 4) PFID-MSP should change management of its local program in Moldova, as the current local partner is seriously under-performing while at the same time claiming quite remarkable results. The change must be made in close collaboration with the USAID office in Moldova and, in order to prevent damage to relations with the GoM, no action should be taken without prior approval of the local USAID mission.
 - PFID-MSP agreed to initiate action to change the Moldovan project management from INZMV to another entity, namely CAMIB. However, it contended that to preserve institutional memory, effective personnel from the current project team should be retained. This would cause the least amount of disruption to the Project's implementation, particularly the current effective relationships with stakeholders, government agencies and other players in the Moldovan food industry.
- 5) PFID-MSP should develop and implement a marketing program for USAID missions, based on its strong capability in international food safety standards for meats, seafood and poultry and its scientific and technical capacity building expertise in the areas of storage and handling of perishable foods.
 - PFID-MSP has already initiated action in this area and proposals have been submitted for Associate Awards. PFID-MSP recognized the need for a marketing plan, which it has already started developing and planned to complete this activity by the Fifth Semi-Annual Report.

Section III. Third Annual Work Plan

The Project has the following five objectives:

1. Investigate the current status of the industry's policy, regulations, safety, sanitation, technology, market aspects and consumer acceptability;
2. Develop awareness for critical issues among key players in the meat/seafood/poultry industries;

3. Formulate support mechanisms and networks;
4. Create technical and educational capacity among key institutions in the industry; and
5. Foster business partnerships.

The first and second objectives were essentially completed by the beginning of the Project's second year although, for purposes of reporting, annual planning activities (such as the preparation of this AWP) are categorized as second objective activities.

The Project partners will work in tandem to undertake the activities described in the main text of this document. A key difference between this year's and last year's AWP is as follows:

- In Year Two, most of the Project Activities, particularly in capacity building, were conducted at the initiative of the US-based Technical Team (LSU AgCenter and WFLO) with the host-country partners (World Lab and INZMV) supporting those initiatives; however
- In Year Three, it will be World Lab and PFID-MSP/Moldova that will provide most of the initiative in conducting project activities, to be supported by LSU AgCenter and WFLO.

In Annex A, INZMV has identified Project activities in Moldova that its staff will conduct. Likewise, in Annex B World Lab has identified the activities that it intends to conduct. In addition, Annex C describes the technical assistance to be provided by each member of the LSU/WFLO-based technical team.

A. Project Objective # 3 - Formulate Support Mechanisms and Networks

In Year Three, emphasis will be placed in developing the following mechanisms:

- *Information support expansion* – disseminated through web pages and/or brochures;
- *Association enhancement* – organizational development activities to increase an association's capacity to deliver services (information exchange/education, marketing and industry promotion) to its members; and
- *Expansion of linkages for improving supply of raw material* – enhancement of working relationships between livestock producers and meat processors.

1. Information Support Expansion

The Year Three objectives for World Lab's established Information Support System (ISS) are:

1. *Provision for users of a wide access to completed ISS resources* – Through both World Lab's own web portal and that of the Ministry of Agrarian Policy;
2. Increasing the amount of information available from the ISS Internet site – To include cold chain issues, food safety and quality, the fish and seafood sector and Project activities;
3. Development and implementation of a mechanism to support and update the Internet site and provide for its sustainability after the end of the Project; and

4. Collaboration with other Project Activities (Model Associations, Livestock Market, International Institute for Food Safety and Quality) and establishment of a dissemination system of printed information for those who don't have Internet access.

World Lab intended to conduct a seminar for potential users by March 2003. The ISS will be characterized by interactive feedback including pages in which users can conduct purchases, sales and other business contacts. The ISS will register site visits and user requests for information.

To make ISS sustainable in Ukraine after the end of the Project, WL is combining efforts of two projects to which it has contributed information technology services. These include PFID-MSP and "Improving Income of Private Ukrainian Agricultural Producers through Agricultural Extension", another USAID-funded project implemented in partnership with the LSU AgCenter. A common web-portal is being established so all clients with Internet access can open it. Second, ISS in its basic variant will be installed at stakeholder associations, which already have a well-established communication mechanism with members. Funding of ISS maintenance will be acquired partially on pay-and-use basis applied for individual users and partially through inclusion of the cost of this new service into membership fees for members of associations where ISS will be installed.

PFID-MSP/Moldova also has a Project activity related to information support, the expected results of which are as follows:

- An electronic structure for the maintenance and storage of the Information System will be developed and accessible to eighteen regional offices of the Agency for Consulting and Training in Agriculture (ACSA);
- Eight hundred PFID-MSP clients will be provided with access to useful information that allows them to improve practices in the industry; and
- All eighteen of ACSA's Regional Centers will be involved in partnership for information support of the food industry of Moldova, expanding opportunities of PFID-MSP for information materials dissemination and preparing ACSA to continue the ISS after PFID's conclusion.

CAMIB will regularly update the Project's web site on the Internet as well as translate and disseminate the information materials received from US-based Technical Committee Members. It also will provide "hot links" or electronic referrals to the Business Information Service for the Newly Independent States (BISNIS), the American Chamber of Commerce, WFLO and possibly U.S. equipment suppliers.

2. Association Enhancement

The Year Three objectives for World Lab's association enhancement activities are as follows:

- Enhance the capacity of stakeholder associations through the wide use of the Information Support System developed for the food industry, seminars and training provided by the PFID-MSP Project;

- Enhancing capacity of the participants of cold chain (producers and consumers of refrigeration) through the services to be provided by the Union of Associations "Ukraine-Refrigeration";
- Sharing experience of the model associations, created within the PFID-MSP Project in seafood industry with other processing industries; and
- Enhancing the available Associations and widening the array of their services to members ("Ukrmiasso" and "Ukrptakhoprom").

Association enhancement will be achieved through the following World Lab's actions:

- Capacity building activities, such as training (including the 2003 WFLO Institute), round tables and dissemination of informational materials – the latter will be facilitated by WFLO Short-Term Technical Assistance (STTA);
- Facilitated establishment of other associations, such as the Crimean Red Meat Association; and
- Support and analysis of business proposals submitted by stakeholder associations.

World Lab originally proposed an credit union activity that involved a group of fish farmers in Khmelnytsky oblast. After hearing of USAID's reservations World Lab was willing to redirect this proposed effort where activities would primarily be related association building rather than in rural credit. While the World Lab accepts the MTE recommendation to discontinue this activity for this year, it will explore the possibility of addressing the issue in the future and develop a complete concept paper for a Year Four Project Activity.

Propiscicola Fish Farmers' Association, established at PFID-MSP/INZMV's initiative, is the only Moldovan organization coordinating the activities of small-scale fish farmers and advocating their interests. However, this newly created public organization does not yet have the capacity to provide sustainable service to fish farmers. PFID-MSP Moldova will help it acquire this capacity and create working linkages between members and other entities in the industry (including companies, academics and ACSA) through a Project activity in which targets include the following:

- One hundred and twenty actual and potential members will be reached through eight seminars; and
- At least three business linkages between association members and non-association entities will be established.

The Evaluation Team was skeptical regarding the impact of PFID-MSP's contribution to Propiscicola's members. PFID-MSP asks USAID for the opportunity to demonstrate such a contribution and, if it is apparent to USAID's satisfaction, to continue supporting Propiscicola.

In Moldova, the National Refrigeration Association (NRA) will receive information support from WFLO materials and assistance to conduct training for of cold chain employees at all levels. As a result, it is anticipated that the NRA will enhance its operations as a WFLO-affiliated association after the conclusion of PFID.

Dr. Michael Moody of the LSU AgCenter proposes that representatives from PFID-MSP partner associations in both Ukraine and Moldova participate in the Boston Seafood Show. Dr Moody will develop a plan of action for these activities and work with these representatives to prepare brochures for potential export products and volume.

3. Expansion of Raw Material Linkages

World Lab plans to continue facilitating a central livestock market that will unite livestock producers and their unions, processors and their unions, wholesalers and retailers. The administrations of Volhyn oblast (province) and the constituent raions (districts) where the markets are proposed to located have shown a great deal of interest and tremendous support for this activity. In addition, World Lab will promote the formation of livestock producer associations that will help members to share expenses and to achieve economies of scale.

Year Three goals for this Project activity will focus on enhancement and consolidation of Year 2 accomplishments and will include the following:

- Continuous technical support (primarily by the World Lab economist) of all Livestock Market activities, particularly the Livestock Marketing Agency in Volhyn Oblast of Ukraine;
- Monitoring and analysis of operations and assessment of livestock auctions held by the Livestock Marketing Agency – the findings of this monitoring will determine whether this activity has the financial viability and thus the ability to continue after the Project's conclusion;
- Initiation of activities facilitating local model unions of meat producers of two legal forms: associations and procurement/sales cooperatives (including feasibility studies, training and registration assistance);
- Capacity building of producers to enable them to consider alternative formats of livestock markets that balances the interests of market participants; and
- Advocacy of appropriate legislation.

World Lab's specific contributions to this Central Market will include analysis of operations and assessment of results, capacity building and economic analysis, upon which it will base recommendations for legislative development.

PFID-MSP originally aimed to continue its efforts in expanding raw material for pork processors in Moldova. However, it has consented to the MTE's recommendation to discontinue this activity.

B. Project Objective # 4 - Create Technical and Educational Capacity among Key Institutions

In Year Three, emphasis will be placed on the following capacity building and technical activities:

- *International Institute for Food Safety and Quality (IIFSQ)* – enhancement of the IIFSQ’s capacity to provide services to clients and to promote policy formation¹;
- *Facilitate HACCP introduction* – enabling the participants of the basic certification HACCP courses to apply what they learned to the Ukrainian and Moldovan industry, as well as the US-based Train-the-Trainer participants to develop approved food safety and quality curricula;
- *Post harvest/value added products* - informational support and case studies; and
- *Further training building on topics covered in Year Two* – Including livestock market mechanisms, refrigeration and cold chain issues, poultry quality control and revitalization of aquatic resources.

An eventual goal of these capacity building activities is the creation of a local cadre of specialists cooperating in an informal network of consultations arising from PFID-MSP Project activities. Such a “Center of Excellence” would promote the sustainability of the Project’s impact long after its conclusion.

1. Food Safety and Quality

The IIFSQ’S objectives for Year III are as follows...

- 1) Creation of conditions favorable for HACCP implementation by meat, poultry and seafood processors though:
 - Training at least one hundred Ukrainian specialists in basic HACCP;
 - Experimental HACCP implementation at least three enterprises; and
- 2) Confirmation of compliance by FDA for seafood² through the preparation of a Memorandum of Understanding (MOU), which facilitates an environment enabling trade.
- 3) Facilitation of development of regionally adapted national HACCP regulations through the following:
 - Collaboration with American experts for the acquisition and dissemination of information on regulations and practice in the USA;

¹ This activity was originally categorized as a support mechanism in the Solution Strategy Paper and the 2nd AWP but World Lab has since decided that it was more appropriately grouped with the capacity building activities.

² Compliance for meat and poultry products also will be addressed but, in terms of the United States, this is a more involved process. The USDA’s Food Safety Inspection Service is responsible for certifying compliance of these products for export to the U.S. through a process that takes eighteen to twenty-four months.

- Development of cooperation with other countries: Moldova, EU, Russia, etc (as evidenced by round tables and other activities);
 - Expert evaluation of Ukrainian HACCP regulation by FDA in June; and
 - Establishment of relations with HACCP Alliances.
- 4) Enhancing foundations of food safety through the establishment of food science departments at Universities including the National Agrarian University of Ukraine and Kyiv National University of Trade and Economy)

In effect, IIFSQ is a Ukrainian Alliance for food safety and quality promotion, as it is initially established as a national association; Year Three Project activities will focus on such national-level development. However, its scope beyond Year Three will not be limited to the national level; it is planned to be a regional Eastern European institution. Moldovans already have taken part in IIFSQ activities and Moldovan trainer will be present at June HACCP training in Berdiansk.

IIFSQ-directed training will include courses for general information (March and April) and for basic certification (June to October), as well as in-site information and consultations to be provided upon request of individual enterprises. Advanced training of Ukrainian specialists in HACCP Inspection Model Project and Advanced HACCP Course Verification and Validation also will be arranged according to the schedule of International HACCP Alliance.

Dr. Myroniuk feels that the demand for HACCP knowledge within the Ukrainian food industry will aid in the exploration of internal funding sources leading to financial sustainability. However he notes that private enterprises' adoption of HACCP plans is not entirely within the IIFSQ's control.

PFID-MSP/Moldova also intends to introduce HACCP to stakeholder plants in a Project activity that aims for the following results:

- Two HACCP training programs will be conducted: one Meat and Poultry HACCP training and one Seafood HACCP/SCP training;
- At least sixty specialists (thirty meat and poultry industry and thirty seafood industry specialists) will be trained on knowledge appropriate for HACCP implementation; and
- HACCP introduction will be initiated in four plants; and
- Setting up an informal working group in Moldova to coordinate the fore-mentioned activities, as evidence of industry support for sustainability of HACCP after PFID'S conclusion³.

This activity will facilitate compliance with the government requirement to implement HACCP in all companies in processing and food industry starting January 2004. Processing plants that adopt HACCP can anticipate increased profits through external markets.

³ Such a working group could be formalized in Year 4; possibilities include affiliation with the IIFSQ and the establishment of government-industry task force.

In June, Dr. Michael Moody of the LSU AgCenter's Food Science Department will travel with a representative from FDA's Office of Seafood to establish the groundwork for Memoranda of Understanding (MOUs) between FDA and each country's government confirming the degree of food and safety compliance. This is expected to facilitate export of seafood products into the US. In addition, Dr. Moody and the FDA representative will tour seafood-processing plants and inspect them for HACCP compliance. Where problems exist, recommendations will be made. In addition, processing data will be collected using instruments to help establish critical limits for processing.

Dr. Kenneth McMillin has strongly urged both the IIFSQ and INZMV to secure International HACCP Alliance certification of their courses for meat and poultry HACCP. If the course is not approved, then there is no way that they can award certificates and claim any connection to the Alliance or its approval process. He is willing to review any curricula that they wish to submit. Dr. McMillin recommends that individuals from universities, NGOs or private concerns (such as consultants) be involved with HACCP training. He does not recommend such a role for government regulatory agencies as he feels that they tend to be inflexible and might have no vested interest in maintaining Alliance standards and accreditation. This is because they set the policies and rules for their processors, which may or may not mesh with international standards. University and private individuals tend to be more independent in nature and would be more reliant on the Alliance for information, guidance, and assistance – leading to more consistency in training, development of plans in companies, etc.

At this stage of the project, both countries are near sustainability in the area of seafood HACCP compliance and training. Certified HACCP trainers can now offer and manage all training efforts. The first Association of Food and Drug Officials (AFDO) approved courses to be conducted in Ukraine and Moldova will be significant milestones because they will be planned, scheduled and taught by in-country professionals with AFDO approval. Thus PFID-MSP feels that sustainability has nearly been completed in this area.

2. Other Capacity Building Activities

In 2002 a processing trial of fresh water fish was performed by PFID-MSP; in Year Three INZMV proposed to provide strategic technical assistance to stakeholders wishing to expand this processing to a commercial level. INZMV also proposed a deep processing trial of spent hen meat available from a national egg layer enterprise. Such a trial would examine the viability of chicken soup and other canned or highly processed products.

The expected results for the deep processing of spent hen meat include the following:

- The Leghorn Poultry Company will provide 300 (600 Kg live weight) spent hens for deep processing;
- The trial processing at Agrofirma Anina and possibly at Carmez International will result in 200 kg of new value-added products; and
- The products will be taste-tested, economically assessed and exhibited to the market to assess consumer demand.

The expected results for the deep processing of freshwater fish include the following:

- Free Fisheries will expand its total products range to twenty products and its production output by 100 tons or 5%;
- Industrial level processing will be conducted at the following additional companies: Veshnitsia JS, Costeshti JS and Ihtiocom;
- Supply of raw materials will be performed with the participation of small fish farmers; and
- Thirty additional jobs will be created.

PFID-MSP/Moldova will prepare for the marketing promotion of these new fish products through participation in the 2004 Boston Seafood Exposition, mentioned earlier in this document. Other roles for Project in both processing activities include process design and promoting producer-processor linkages.

This Moldovan processing activity is categorized as a technical case study relating to post-harvest technology/processing. As such, it is one of the Project's activities most relevant to PFID's second original objective (adapting and applying food processing and marketing technologies to create value-added products...).

The primary responsibility for expanding the freshwater fish processing activity successfully initiated by PFID-MSP in Year 2 will be left to the private sector. However, due to the fact that this activity still involves post-harvest processing aspects that are within the PFID-MSP scope, Year 3 activities shall continue to provide strategic support such expansion and include access to information, promotion of linkages and monitoring. As mentioned in the relevant Concept Paper, PFID-MSP/Moldova will assume primary coordinating responsibility in the trial processing of spent hens.

In addition to the fore-mentioned capacity building activities, there will be a series of training seminars that will build on the topics covered by the US-based Technical Team in Year Two. These courses are also designed to improve the capability of host-country staff and stakeholders to achieve the goals of Project-initiated support mechanisms and other activities. One example will be a lecture by American and Ukrainian economists on Livestock Market Mechanisms conducted for agro-industrial specialists and academics. This will be supplemented by other informational support activities designed to facilitate the Project activity for the enhancement of the Central Livestock Market in Ukraine.

Another work item will enhance the capacity of cold chain associations, such as "Ukraine Refrigeration". Two participants each from Ukraine and Moldova will attend the WFLO Institute in 2003 where such topics as facilities management, human resources, logistics, risk management and warehouse technology are covered. These participants will be obliged to share their newly acquired skills and knowledge with their colleagues in the sector. A round table on the poultry quality control, to be conducted between US experts and representatives of processing enterprises and standardization agencies is another capacity building exercise. There also will be a seminar on the revitalization of aquatic resources. All three of these seminars will

be conducted in collaboration with Ukrainian trade associations, thus fulfilling those Associations' goals of improving the skills and knowledge of their members.

Dr. McMillin also will participate in a Poultry Quality Round Table to be held in July 2003. At this round table, Dr. McMillin will cover the following issues:

- *Standards and quality* – Including application in the United States and the steps in the poultry processing critical to maintaining quality; and
- *Modified atmosphere packaging* – Including appropriate gases, health effects and shelf life.

C. Project Objective # 5 - Foster Business Partnerships

Fostering joint venture formation is a primary aim of PFID-MSP. To do so, it is necessary to identify businesses that possess the physical, financial, and human assets required to attract foreign direct investment. To accomplish this task, the economists from INZMV and LSU AgCenter have initiated a series of case studies to examine existing joint ventures in Moldova. Results of these studies will yield a body of information to be used to identify, evaluate, and build the capacity of other potential partners within the Moldovan meat industry.

PFID-MSP/Moldova will continue to foster business partnerships and JV formation through a Project activity with the following objectives:

1. Analyze, document and publish case studies that identify key industry stakeholders, constraints, and solution strategies that facilitate a more favorable business environment for fostering business partnerships;
2. Develop a capacity building conference aimed at increasing the awareness of key industry leaders and government officials regarding key constraints and solution strategies to promote foreign direct investment;
3. Develop potential strategies for public policy to attract foreign direct investment; and
4. Determine each participating company's potential for JV formation and identify constraints that may be overcome through changes in private and/or public policies.

In Year Three, this Project activity should yield the following results:

- Four to six case studies, profiling examples of JV creation in meat and seafood industry of Moldova, are analyzed, documented and disseminated through appropriate channels (including the fore-mentioned conference);
- Recommended strategies for public policy to aid in attracting foreign direct investment are presented to relevant government offices, including the establishment of an industry task force that could initiate the drafting of government legislation and conduct lobbying activities; and
- Determination of selected companies' potential to for JV formation, including identification of constraints and how they may be overcome through changes in private and/or public policies (this will primarily be done through a SWOT analysis).

D. General Project Management

Project staff will update the Project web site at least twice over Year Three to maintain the Project's global relevance. This will include linkages to other web pages developed in Project activities. Preparations for the 3rd Annual Advisory Committee Meeting will be conducted at the end of 2003. This is tentatively scheduled for January 2004 at Chişinău and will provide for a review of Year Three activities and Project direction for the Project's fourth year.

As stated in the Project proposal, PFID-MSP is obligated to conduct a Project evaluation. As a result of this evaluation the Project will obtain relevant information for the measurement of its progress toward its objectives and a list of recommended changes for its programmatic operations for its final year. The information and recommendations will be documented in a report, to be submitted at the end of October and presented at the third Advisory Committee Meeting. A detailed plan for this evaluation is provided in Annex D.

LSU AgCenter agrees with the MTE's recommendation that a focused strategic marketing effort can produce results. Project management felt that, first, PFID-MSP needed to establish a track record during Year 2, when it actually began implementing project activities. This action now will be undertaken, with the assistance of the WFLO. Potential USAID Missions have been identified, and attempts will be made to contact these Missions. LSU AgCenter and WFLO recommend a strategic plan including a standard application procedure and the identification of USAID missions with potential alignment with PFID.

PFID-MSP has taken steps to initiate the development of a University Department in Food Science Research and Outreach, as a focus for future program design and funding proposals. Potential collaborating institutions would include the National Agricultural University of Ukraine (NAUU) and the Kyiv National University of Trade and Economics (KNUTE). Representatives of these universities will visit Baton Rouge in May and August 2003 to acquire LSU-based information relevant to a university level food science program and to develop an initial plan of action for establishing such an academic department in Ukraine.

The USAID MTE recommended that PFID-MSP should change management of its local program in Moldova, as it believed that INZMV was seriously under-performing. The change would be made in close collaboration with the USAID office in Moldova and, in order to prevent damage to relations with the GoM, no action should be taken without prior approval of the local USAID mission. The actions that the Project would take to meet this recommendation as proposed by the PFID-MSP team on April 4, 2003 to USAID will be based on the following steps:

Step 1: INZMV is kept as the address of record for the time being and personnel changes are limited to specific individuals not performing to expectations. This maximizes both programmatic and administrative continuity (for example, the established project bank account is maintained). With immediate effect (the program director will be leaving for Chişinău on May 17, 2003), potential NGO partners are identified with assistance from USAID/Chişinău; their suitability discussed with the USAID office in Chişinău, program director visits with these potential partners and the PFID Moldova management role is advertised.

Step 2: Proposals for management role of PFID Moldova are received (target date for receipt of proposals June 15-30), evaluated and a partner selected with input from USAID Chisinau and PFID management at USAID/Washington.

Step 3: INZMV is then given notice of termination of its subcontract within PFID. As a thirty-day notice is required by the existing subcontract with INZMV, this will provide a transition period for the new partner to come on stream to implement the program in Moldova. It will be emphasized to the new partner that to maintain programmatic continuity and to prevent issues (including a learning phase for new partner employees and building new relationships with stakeholders - especially those with whom project activities are already in progress), key employees working currently will be employed under the new management.

As earlier stated, this process resulted in the selection of the Central Agricultural Marketing Bureau (CAMIB) as the new Moldovan Partner.

Section IV. Schedule of Project Activities

This section will list Project actions categorized first by two-month periods and then by activity type.

A. January – February 2003

Jan - Feb

Activity	Targets	Indicators	Results
<i>Project Objective # 2 - Develop Awareness for Critical Issues among Key Players</i>			
Second Annual Advisory Committee Meeting	Refined and finalized Project planning activities	Project assessment and planning drafts are presented to ACM members who provide suggestions for revision and refinement	Consensus is reached and documented regarding assessment results and priority solution activities
Third Annual Work Plan	Documented solution strategy activities for the project during Year 3	Documents are approved by Project management and submitted to USAID	Project is given a solution strategy for the rest of its duration and a detailed Work Plan for Year 3
<i>Project Objective # 3 - Formulate Support Mechanisms and Networks</i>			
Ukrainian Information Support System	Finalized handover of Poultry Sub-system data bases to the Ministry of Agrarian Policy	Receipt of data bases by the Ministry	Access is increased for stakeholders in the sector
	Finalized web-site design	Physical evidence	ISS is ready to be place on the Internet
	List of HACCP certified specialists added to the ISS databases	A list of all Centers for standardization, metrology and certification and all HACCP trained and certified personnel	An interface to access this information can be designed
Increase Stakeholder Association's Capacity	Inform the Ministry of Agriculture and other governmental bodies, trade unions and the media about the new association	Documented communication and published articles	The industry is aware of and supports the association
	Conduct a logistics seminar for fish farmers	At least twenty fish farmers participate over two to three days	Propiscicola is a source of information to actual and potential members
Model Livestock Market In Ukraine	Compliance analysis of Livestock Auction Trade Provision	Comparison of compliance with requirements of actual operations documented and submitted to the Ministry of Agrarian Policy	If necessary, amendments to the Provision are recommended

Activity	Targets	Indicators	Results
Model Livestock Market In Ukraine (continued)	Livestock evaluation group training	Documented conduct of training	Livestock expert group training is qualified to conduct an evaluation
<i>Project Objective # 4 - Create Technical and Educational Capacity among Key Institutions</i>			
Enhancement of the International Institute for Food Safety and Quality (IIFSQ)	Development of a basic HACCP training curriculum	HACCP training curricula for at least two sectors is adapted to Ukrainian context	Programmatic groundwork is established to conduct training
	Initial assistance in development and implementation of HACCP plans	At least two processing enterprises are identified to receive IIFSQ assistance	Basis is established for continued assistance by June
	Initial participation in preparation of recommendations for the Government of Ukraine, Ministries and Bodies on elaboration of regulatory documents for HACCP	Documented provision of initial assistance for Subcommittees of the State Standards Committee of Ukraine	Basis is established for continued assistance by December
	Initial establishment of contacts with National Seafood HACCP Alliance	Documented flow of electronic communication	Formal relations established by December
	Initial development of a training curriculum for a pilot University course on HACCP	Curriculum proposal tentatively approved by a Ukrainian University	Curriculum designed by July
HACCP Introduction in Moldova	Identify HACCP trainings participants	At least sixty potential participants are identified	Potential participants can be contacted
	Translate Meat and Poultry HACCP and Seafood HACCP/SCP manuals	Two documents are prepared and certified	Training programs have appropriate materials
Deep Processing of Spent Hens and Freshwater Fish	Initial negotiations and plans with stakeholder companies	Commitments from the following companies: Anina, Carmez International, Leghorn Poultry, Veshnitia, Ihtiocom, Costeshti and Free Fisheries	PFID-MSP and stakeholders are ready and willing to undertake processing of freshwater fish at a commercial level and spent hens at a trial level

Activity	Targets	Indicators	Results
Deep Processing of Spent Hens and Freshwater Fish (cont.)	Negotiations with CNFA regarding initial freshwater fish processing at Ihticom, Costeshti JS and expanded production at Free Fisheries	Documented communication and memorandum of understanding	CNFA is willing to provide business management assistance and funding access
	Participation in the 2003 WFLO Institute	Two participants each from Ukraine and Moldova are trained in cold chain technologies	Participants share training with colleagues in sector

B. March – April 2003

Activity	Targets	Indicators	Results
<i>Project Objective # 3 - Formulate Support Mechanisms and Networks</i>			
Ukrainian Information Support System	Placement of ISS in Internet	Physical Evidence of Web Site in combination with ISS of Agricultural Extension Project	Stakeholders have electronic access to information
	Seminars for clients	At least twenty participants attend the course	Participants understand and accept terms of use
	Initial incorporation of multilevel information on refrigeration technologies into ISS	Outline of specific items within topic, with sources of information for each	Topic area is incorporated into ISS by September
	An interface to access the list of HACCP certified specialists designed	Interface available on the Internet	Stakeholders can contact HACCP certified specialists for consultations
	The fish enterprises data base is increased and an interface is developed	Physical evidence on the Internet	The networking capacity of the enterprises is increased

Activity	Targets	Indicators	Results
Ukrainian Information Support System (continued)	Initial organization of information on fish sector	<ul style="list-style-type: none"> A fish database structure, interface and mechanism for automatic update More information on characteristics of aquaculture fish species, technologies of growing in different waters, regulations and technical documentation 	Enhanced topic area is incorporated into ISS by September
Ukrainian Association Enhancement	Round table, "Potential for the new use of cold chain skills implementation"	Ukrainians who attended 2003 WFLO Institute in February share experience with at least twenty colleagues in "Ukraine Refrigeration"	New cold chain skills shared throughout the association
	Round table on experience of successful associations	Documented participation of the Azov Sea Basin Model Association and representatives of BIZPRO and other associations	Experience and networks are shared
Increase Stakeholder Association's Capacity	Provide assistance in conducting regional-based seminars	At least four program designs on various fish farming issues	Propiscicola can begin conducting eight regional-based seminars by September
Model Livestock Market In Ukraine	Initialization of monitoring of auction operations	Initial periodic monitoring reports	Initial generalization of auction operations
<i>Project Objective # 4 - Create Technical and Educational Capacity among Key Institutions</i>			
Enhancement of the International Institute for Food Safety and Quality (IIFSQ)	HACCP General Information Seminar in Kyiv and Alushta	Documented conduct of two seminars	General knowledge and appreciation of HACCP
	Initial advocacy of the HACCP State Standard Regulation	Communication promoting the approval and implementation of the Regulation	Advocacy to be completed by December
IIFSQ/HACCP Introduction in Moldova	Arrangements for the follow-up visit of Dr. Moody and FDA official, as well as Dr. McMillin	Activity schedule and logistical arrangements are prepared	Dr. Moody and FDA official will be able to monitor HACCP implementation by June

Activity	Targets	Indicators	Results
IIFSQ/HACCP Introduction in Moldova (cont.)	Initiation of accreditation procedures with the International HACCP Alliance (Meat & Poultry) and AFDO/Seafood HACCP Alliance	Documented proposal to the International HACCP Alliance (Meat & Poultry)	Accreditation completed by August
	Prepare and adapt HACCP training manuals and other materials	At least three HACCP manuals are adapted to regulatory requirements of Ukraine and Ukraine	Training programs have appropriate and accredited materials
Deep Processing of Spent Hens and Freshwater Fish	Acquire technical information on spent hen processing	Documented review of at least three sources	Project and stakeholders increase capability for trial processing
	Develop methodology for processing of spent hens and freshwater fish	Two protocols documented	Operations can commence
Training and Related Informational Support (cont.)	Preparation of Ukrainian round table on poultry products quality control	Program design and logistical requirements for participation of US experts prepared	Round table between US expert and host country representatives can be held in June
<i>Project Objective # 5 - Foster Business Partnerships</i>			
Fostering JV Formation in Moldova	Analysis and documentation of four - six case studies	Four - six case studies published in appropriate outlets	Information to be used to identify, evaluate, and build the capacity of other potential partners
<i>General Project Management</i>			
Evaluation	Evaluation Specialist identified, for whom a TOR is prepared	Documented identification and TOR	Specialist can begin work
	Specialist reviews secondary data	Documented review of literature	Specialist has programmatic guidance
Prepare associate grant proposals as needed	Prepare proposal strategy paper	Documented report of actions to date and plan for future proposals	Project has guidance in seeking additional resources

C. May – June 2003

May - June

Activity	Targets	Indicators	Results
<i>Project Objective # 3 - Formulate Support Mechanisms and Networks</i>			
Moldovan Information Support System	Prepare the information materials and stands for the national “Food and Drinks” exhibition	Documented participation in the exhibition on May 21st, 2003	Project activities and services are more widely known in the industry
	Initial development of the electronic version of PFID-MSP information system	Initial web page designs	Information system is on the Internet by September
Ukrainian Association Enhancement	Confer with association members for seafood products with high commercial potential	At least two products are identified	Participation in the 2004 Seafood Trade Show in Boston is facilitated
	Generalization of experience of U.S. farmers trade associations	Preparation of draft materials	Material can be finalized and disseminated by August
Increase Stakeholder Association’s Capacity	Conduct follow-up for 2002 participants, including the support of Moldovan stakeholders’ wishing to visit the United States at their own cost	Documented services and evaluation of at least ten participants	Host country participants acquire relevant skills and share them with colleagues in sector
	Conduct 1 round table with the participation of WFLO representatives	Documented participation of WFLO, NRA and at least ten individual participants	Communication between participants regarding continued collaboration and training designs for seminars
Model Livestock Market In Ukraine	Preparation of team seminar on Livestock Market Mechanisms	Documented training design and logistical preparations	Seminar is conducted in September
<i>Project Objective # 4 - Create Technical and Educational Capacity among Key Institutions</i>			
Enhancement of the International Institute for Food Safety and Quality (IIFSQ)	Certification of basic HACCP training curriculum by Ukrainian Body for Personnel and Curricula Certification	Documented authorization of training curriculum as appropriate to the Ukrainian context	IIFSQ has national government approval to conduct HACCP training
	HACCP/seafood Basic Certification training course	Thirty participants trained in Sevastopol and twenty elsewhere	Participants are qualified to develop and implement HACCP Plans

Activity	Targets	Indicators	Results
Enhancement of the IIFSQ (cont.)	Completed assistance in HACCP plans development and implementation	At least three processing enterprises have developed HACCP plans with IIFSQ assistance	Enterprises are ready to comply with international food safety norms
Enhancement of the International Institute for Food Safety and Quality (IIFSQ)/ HACCP Introduction in Moldova	Preliminary assessment of HACCP plans implemented at processing enterprises	<ul style="list-style-type: none"> Documented monitoring by Dr. Moody for at least two enterprises Documented monitoring by Dr. McMillin for at least two enterprises Signed MOU between FDA and Ukrainian governments 	<ul style="list-style-type: none"> Guidance in enhancing HACCP implementation is provided Export of seafood products can be officially sanctioned
HACCP Introduction in Moldova	Conduct Meat and Poultry in-country training seminar	At least thirty participants are trained	Nation-wide HACCP adoption is facilitated
Deep Processing of Spent Hens and Freshwater Fish	Monitor trial (spent hen meat) and commercial (fish) processing	Production figures are documented	Products are available for analysis (spent hen meat) or marketing (fish)
<i>Project Objective # 5 - Foster Business Partnerships</i>			
Fostering JV Formation in Moldova	Develop capacity building workshops on JV formation	Documented program design, participant list and logistical arrangements	Seminars can be conducted by October
	Identify local partners for potential JV formation	At least two local partners identified	PFID-MSP collaboration for foster JVs can begin with local partners
	Recommend strategies for public policy to attract foreign direct investment	Recommendation report submitted to appropriate government office	Moldovan policy is favorably influenced
<i>General Project Management</i>			
Evaluation	<ul style="list-style-type: none"> Specialist designs instruments Specialist determines data collection schedule with Project Coordinator 	Evaluation plan and schedule, probably including a qualitative survey for stakeholder plants	Data collection can commence

May - June

Activity	Targets	Indicators	Results
Selection of New Partner Institution in Moldova	<ul style="list-style-type: none"> • INZMV is kept as the address of record for the time being and potential NGO replacement partners are identified • Applications for management role are received and evaluated and a partner selected with input from USAID Chisinau • Replacement of INZMV (with CAMIB) 	<ul style="list-style-type: none"> • List of potential replacements and advertisement for the PFID-MSP Moldova management • Identification of selected partner institution • Notice of termination of INZMV's subcontract within PFID-MSP and subcontract with CAMIB 	<ul style="list-style-type: none"> • Maximum continuity is ensured and Program Director can discuss the suitability of potential partners with USAID/Chişinău • A thirty-day notice provides a transition period for the new partner (current key employees will remain with the new management)

D. July – August 2003

July - Aug

Activity	Targets	Indicators	Results
<i>Project Objective # 3 – Formulate Support Mechanisms and Networks</i>			
Ukrainian Association Enhancement	Promotion of regional information consulting centers with the Union of Associations "Ukraine Refrigeration"	At least two regional consulting centers planned	Associations members can access relevant information
	Preparation for Seminar "Revitalization of Fish Resources"	Program design, list of participants and logistics are prepared	Seminar can be held in October
	Follow-up cold chain round table with assistance from WFLO STTA	Proposed linkage between WFLO and "Ukraine Refrigeration"	Participants build on cold chain skills shared in previous round table
Model Livestock Market In Ukraine	Completed monitoring of auction operations	Documented synthesis of periodic monitoring reports with recommendations	Auction operations can be improved
	Initial search for financial assistance for a slaughterhouse of the model cooperative	Outline of feasibility study and contacts with funding sources	Formal solicitation of funds submitted by November
	Economic analysis of associations, unions and enterprises	Analysis report	Guidance for future direction

Activity	Targets	Indicators	Results
Model Livestock Market In Ukraine (continued)	Development of methodology to analyze supply cost of livestock to auction	Documented analysis instrument and initial tracking	Project economists can track the cost of livestock supply
	Seminars conducted by World Lab economist for stakeholders	At least twenty participants are trained in further marketing and business planning concepts	Participants increase awareness and interest
<i>Project Objective # 4 - Create Technical and Educational Capacity among Key Institutions</i>			
Enhancement of the International Institute for Food Safety and Quality (IIFSQ)	Completed development of a for a pilot University course curriculum on HACCP	Documented program design accepted for instruction by at least one Ukrainian University	Ukrainian academia is ready to participate in food safety instruction
IIFSQ/ HACCP Introduction in Moldova	Completion of Accreditation procedures for the basic HACCP training for meat & poultry and seafood	Curriculum accredited with the International HACCP Alliance	IIFSQ is internationally recognized to provide HACCP certification
HACCP Introduction in Moldova	Conduct Seafood HACCP/SCP in-country training seminar	At least thirty participants are trained	Nation-wide HACCP adoption is facilitated
Deep Processing of Spent Hens and Freshwater Fish	Conduct taste-testing and economic feasibility assessment of the processing results	Documented palatability and financial results	Economic viability of the products is determined
Training and Related Informational Support	Ukrainian round table on poultry products quality control	Round table consists of at least one US expert and twenty host country representatives of processing enterprises and standardization agencies	Host country participants acquire relevant skills
	<ul style="list-style-type: none"> Dissemination of a brochure "Livestock Market Mechanisms: U.S. Experience and Prospects for Ukraine" Dissemination of experience of U.S. farmers trade associations 	At least fifty stakeholders receive each informational material	Participants are able to more fully participate in Project activities, such as Central Livestock Market

July - Aug

Activity	Targets	Indicators	Results
<i>Project Objective # 5 - Foster Business Partnerships</i>			
Fostering JV Formation in Moldova	Initialize SWOT analyses for selected companies in Moldova	Report outline including methodology	Report can be completed and published by December
<i>General Project Management</i>			
Evaluation	Data analyzed and organized	First report draft submitted to LSU	Report can be reviewed and finalized

E. September – October 2003

Sept - Oct

Activity	Targets	Indicators	Results
<i>Project Objective # 3 - Formulate Support Mechanisms and Networks</i>			
Ukrainian Information Support System	Completed incorporation of multilevel information on refrigeration technologies into ISS	Physical evidence of web pages	Stakeholders in the cold chain have electronic access to information
	Completed organization of information on fish sector	Additional web pages in the Internet	Stakeholders in the seafood sector have electronic access to information
Ukrainian Information Support System (continued)	Development of an interactive feedback mechanisms	Evidence of the following web pages and mechanisms: <ul style="list-style-type: none"> • “Buying” - profiles for different types of products • “Selling”, “Contacts” - for information inquiries, comments, proposals and new enterprise information • Mechanism to register site visits 	<ul style="list-style-type: none"> • ISS users can establish business relations • ISS use can be documented
	Dissemination of newsletters and other printed material	At least fifty stakeholders receive printed information	Stakeholders without Internet capability can access ISS
Moldovan Information Support System	Complete the electronic version of PFID-MSP Information System	Information System on the Internet and ACSA’s Regional Centers	Stakeholders with Internet capability or affiliation with an ACSA regional center can access Information System
Ukrainian Association Enhancement	Seminar: “Revitalization of Fish Resources”	At least twenty participants are trained	Stakeholders’ capacity is increased

Activity	Targets	Indicators	Results
Ukrainian Association Enhancement (cont.)	WFLO-provided technical training	At least twenty participants are trained in cold chain issues	WFLO and World Lab follow-up on results of cold chain round tables
Increase Stakeholder Association's Capacity	Support regional-based seminars	Documentation of eight regional-based seminars serving at least 120 fish farmers	Propiscicola is a source of capacity building to actual and potential members
	Provide initial assistance in marketing support	Documented negotiations with three companies that are not Association members	A marketing protocol can be signed by November
	Management discussions between WFLO and NRA	Documented results of correspondence/discussion	Guidance is provided regarding membership development and advocacy work as an association
	Seminars with WFLO technical experts	At least twenty participants are trained in cold chain issues	WFLO and World Lab follow-up on results of the July trip, and facilitate the NRA affiliation with WFLO
Model Livestock Market In Ukraine	Tracking livestock supply cost at auctions	Documented cost figures to be compared to the rest of the livestock market	Economic benefit of the auction is determined
<i>Project Objective # 4 - Create Technical and Educational Capacity among Key Institutions</i>			
Enhancement of the International Institute for Food Safety and Quality (IIFSQ)	IIFSQ-directed training for Basic Certification HACCP Meat & Poultry	Fifty participants trained in Ukraine	Participants are qualified to develop and implement HACCP Plans
	Introducing pilot University course on HACCP	Instruction provided at the Department of Food Commodity Knowledge, National Trade and Economy University or at another major University	Ukrainian academia is participating in food safety instruction
Deep Processing of Spent Hens and Freshwater Fish	Perform a marketing analyses of the final products	Documents market characteristics	Project and stakeholders can determine market viability
<i>Project Objective # 5 - Foster Business Partnerships</i>			
Fostering JV Formation in Moldova	Conduct seminars on JV formation	At least twenty participants, including experts from CNFA, IFC, BISNIS and Ministry representatives	Information and expertise gained from case study analysis is disseminated

Sept - Oct

Activity	Targets	Indicators	Results
<i>General Project Management</i>			
Evaluation	Data analyzed and organized	First report draft submitted to LSU	Report can be reviewed and finalized

F. November – December 2003

Nov - Dec

Activity	Targets	Indicators	Results
<i>Project Objective # 3 - Formulate Support Mechanisms and Networks</i>			
Ukrainian Information Support System	Calculation and analysis of site visits addresses and comments	Analysis report	World Lab can verify utility of ISS and identify changes
	Plans for transference of ISS from PFID-MSP	Documentation of potential sources, including identification of potential funding sources	IIFSQ can ensure financial sustainability of ISS
Increase Stakeholder Association's Capacity	Complete assistance in marketing support	At least one marketing protocol is signed	Propiscicola provides marketing services to members
	Analyze the Association regarding freshwater fish supply for processing	Documentation in SAR	The Association's influence is verified
Model Livestock Market In Ukraine	Completed search for financial assistance for a slaughterhouse of the model cooperative	Submission of proposal to at least on potential source of funding	Funding source considers proposal
<i>Project Objective # 4 - Create Technical and Educational Capacity among Key Institutions</i>			
Enhancement of the International Institute for Food Safety and Quality (IIFSQ)	Round table on HACCP implementation	Round table conducted with participation of Ukrainian, Moldovan industry representatives and trainers	Experience and knowledge is shared throughout the two countries, particularly on future funding sources
	Completed recommendations for approval and enforcement of the HACCP State Standard Regulation	Provision of assistance for Subcommittees of the State Standards Committee of Ukraine in developing harmonized HACCP standards for separate branches of food industry	Committee has a basis to develop harmonized HACCP standards for separate branches of food industry

Activity	Targets	Indicators	Results
Enhancement of the International Institute for Food Safety and Quality (IIFSQ, cont.)	Completed recommendations on HACCP plan development and implementation	Recommendations disseminated to at least ten Food Industry stakeholders	Food industry stakeholders have guidance in improving HACCP plan development and implementation
	Completed Establishment of contacts with National Seafood HACCP Alliance	Documented memorandum of agreement	IIFSQ is internationally recognized to provide HACCP certification
	Identification of potential funding sources for future training	Documentation of potential sources	IIFSQ can ensure financial sustainability of HACCP training
<i>Project Objective # 5 – Foster Business Partnerships</i>			
Fostering JV Formation in Moldova	Complete SWOT analyses for selected companies in Moldova	Report identifying potential local partners for JV formation and constraints that may be overcome through in policy changes	Attraction of foreign investors is facilitated
<i>General Project Management</i>			
Preparation for 3 rd Annual Advisory Committee Meeting (ACM)	To satisfy programmatic and logistical needs for ACM, tentatively scheduled for January 2004 in Chişinău	Meeting is adequately scheduled and prepared	Participants can provide proper direction for the Project in Year 4
Evaluation	Final report submitted	Final report included in the 6 th Semi-annual Report	Project has overall programmatic guidance
	Presentation preparation	Evaluation presented at the 3 rd Advisory Committee Meeting	ACM has guidance for planning recommendations
Prepare associate grant proposals as needed	Follow proposal strategy paper	At least three proposals are submitted	Project has potential for additional resources

Annex A
Work Plan Activities Specific to Moldova

Activity 1:	Linking Raw Material Producers with Processors.....	2
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Activity 3:	Enhance Fish-Farmers Association	5
Activity 4:	Deep Processing: Spent hens; Freshwater Fish	7
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Activity 1: Linking Raw Material Producers with Processors

Justification:	<ul style="list-style-type: none">• Raw material producers (farmers) in Moldova currently produce livestock first and only afterwards search for buyers. Frequently, the working relationships among the raw material producers and meat processors are haphazard and this brings, as a rule, to a low economic interest of meat producers to produce raw material. This situation does not favor the development of a stable raw material basis for meat processing industry.• For that reason, it is necessary to develop a mechanism of working relationships establishment between meat producers and processors. This mechanism should facilitate the appearance of an equal economic interest of both the producers and the processors.
Objectives:	<ol style="list-style-type: none">1. Analyze the working linkages between raw material suppliers and the processors;2. Develop and coordinate the linkages between the partners;3. Elaborate and adopt model contracts;4. Creation and analyses of linkages in Soroca Judets;5. Organize a seminar on the experience of working linkages establishment.
Expected results:	<ul style="list-style-type: none">• Provided facilitation to linkages establishment between raw material producers and processors;• A model contract developed between at least 20 farmers and one processing company;• Evidence of meat-type hogs available for processing in Soroca region (meat-type pigs supplied – 7% from the total amount of pork supplied at the company);• Disseminate the experience acquired during a training seminar;
Description:	Identifying producers and one processing company, model contracts will be done and linkages between the identified partners established. Assistance will be provided to raw material producers with regard to contractual obligations fulfillment. The Project staff will monitor breeding of meat-type hogs by selected farmers. The results of raw material producers and processors linkages establishment will be documented and analyzed.
List of steps:	<ul style="list-style-type: none">• January• Analyze current linkages between raw material producers and meat processors.

- February
 - Identify clients for linkages creation
 - Identify conditions that would facilitate working linkages establishment between the producers and processors;
- March
 - Prepare a model contract stipulating the working relationships of meat producers and processors and advocate its acceptance by both parties.
 - Conduct seminar for meat suppliers for processing
- April
 - Initiate the creation of working linkages between raw material producers and processors. Signing of contracts.
- April – October
 - Facilitate the implementation of contractual working liaisons between meat producers and processors.
- May-October
 - Provide methodical assistance to raw material producers to perform their contractual obligations. Monitor meat-type hogs breeding process.
- November
 - Analyze the results of working linkages implementation.
- December
 - Organize a training seminar disseminating the experience of working liaisons establishment between raw material producers and processors.
 - Analyze the results for the whole activity.

Participation of PFID collaborators and colleagues: To develop the mechanism of producers and processor working relationships improvement it is required Dr. Gheorghita's assistance. For seminar preparations it is required assistance of Dr. Marchenko, Dr. Gheorghita and Ms. Mitrofan.

Activity 2: HACCP Introduction to Plants

- Justification:
- In 2002 PFID provided HACCP training to Moldovan stakeholders (including Food Processing industry representatives)
 - Moldovan Government decided to require food processing plants to implement HACCP, starting in 2004
 - However, none of the Moldovan meat, poultry & seafood processing companies currently operate using HACCP principles
- Objectives:
1. Provide Meat and Poultry HACCP and Seafood HACCP/SCP in-country training for processing companies' and other appropriate institutions' personnel;

2. Carry out preparatory measures for HACCP introduction on meat, poultry (joint-stock company "Carmez" and Agrofirma "Anina") and seafood («Free Fisheries» Ltd., "Delifres" Ltd.) companies.

- Expected results:
- Two HACCP trainings will be conducted: one Meat and Poultry HACCP training and one Seafood HACCP/SCP training;
 - About 60 specialists (30 meat and poultry industry and 30 seafood industry specialists) will be trained, who can use the received knowledge for HACCP implementation;
 - HACCP introduction will be initiated on 4 companies;
 - Processing plants implementing HACCP anticipate increased profits through external markets.

This activity will facilitate compliance with the government requirement to implement HACCP in all companies in processing and food industry starting January 2004.

Description: Activity leader: Dr. V. Lupascu. Responsible for the seafood HACCP/SACP in-country training: Dr. V. Lobcenco. Responsible for the meat and poultry HACCP in-country training: Dr. A. Marchenko. Drs S. Chilimar, V. Lupascu and V. Lobcenco are responsible for HACCP implementation accordingly at the meat, poultry and seafood processing companies. Within this activity, PFID will focus on conducting in-country HACCP training seminars, providing assistance to the companies on preparatory measures for HACCP system introduction. Seafood HACCP TTT course participants (Drs. V. Lobcenco and V. Scobioala, V. Donea and I. Todirel) and Meat and Poultry HACCP TTT course participants (Dr. A. Marchenko, M. Barsucinaia, Dr. S. Zelenin and A. Macari) will conduct these seminars.

List of steps:

- January – February
 - Identify HACCP trainings participants;
 - Translate Meat and Poultry HACCP and Seafood HACCP/SCP manuals, received from US-based HACCP TTT Courses
- March – April
 - Prepare and adapt to local needs HACCP trainings manuals, information materials, slides for conducting Meat and Poultry HACCP and seafood HACCP/SCP training seminars.
 - Agree issues of courses certification with International HACCP Alliance and AFDO/Seafood HACCP Alliance

- May - September
 - Carry out preparatory measures on HACCP introduction at the following companies (joint-stock company "Carmez" and Agrofirm "Anina") and («Free Fisheries» Ltd., "Delifres" Ltd.) to prepare these companies for follow-up visits of Dr. Kenneth McMillin and Dr. Michael Moody.
- June
 - Conduct Meat and Poultry HACCP in-country training seminar.
 - Facilitate Drs. Kenneth McMillin and Michael Moody's follow-up visits of the companies implementing HACCP
- August
 - Conduct Seafood HACCP/SCP in-country training
- December
 - Analyze the results of the 2nd activity

Participation of PFID collaborator and colleagues: To prepare the information materials for seminars it is necessary the participation of PFID information management specialist A. Marchenko, office manager V. Mitrofan, bookkeeper N. Avram and translator S. Ponomarenko. To carry out preparatory measures on HACCP introduction it'll be required Drs. Chilimar's (meat) and V. Lupascu's assistance. Follow-up visits of Drs. Moody and McMillin are necessary for verification of HACCP implementation adequacy at the seafood, meat and poultry companies.

Activity 3: Enhance Fish-Farmers Association

Justification: "Propisciola" Fish Farmers' Association, established at PFID's initiative, is the only Moldovan organization consolidating and coordinating the activity of fish farmers and advocating their interests in the country. However, the newly created public organization - "Propiscicola" Association does not yet have the necessary capacity to provide stable service to fish farmers. PFID Moldova, having fostered the creation of this Association, will support it create this capacity. It is also necessary to create working linkages between fish farmers and other companies, including non-association members.

Objectives: Provide assistance in:

- Conducting training, providing consultations and information support - 120 participants will be reached through 6 seminars and other activities;
- Enhancing awareness of Association's interests in Government, the Ministry of Agriculture, other State Departments and the media;
- At least 3 business linkages between association members and non-association entities will be established;

Expected results:	<p>Good contacts established between “Propiscicola” Association and:</p> <ul style="list-style-type: none"> • The Ministry of Agriculture and Food Processing Industry, • Scientific and Research Organizations, • ACSA; <p>Increased capacity to provide member services (information support and advocacy) created.</p>
Description of key results and impacts:	<p>Results:</p> <ul style="list-style-type: none"> • Fish farming private business organized and supported; • Creation of fish farming infrastructure in 3 Moldovan administrative units; and • Estimated 100% increase of freshwater fish supplied to local market and for processing in comparison with 2002 year. <p>Impacts:</p> <ul style="list-style-type: none"> • Working linkages will develop through; • Development of marketing support; and • Involvement of fish farmers in raw material supply for processing.
List of steps:	
• January	• Inform the Government, the Ministry of Agriculture and other governmental bodies, trade unions and the media about the new Association and its mission;
• February	• Conduct a 2-3 days “Fish Farming Logistics” seminar for fish farmers;
• March	• Establish contacts with ACSA, scientific and research institutions and legal service Institutions;
• April - September	• Provide assistance in conducting 6 regional-based seminars on various fish farming issues;
• May – June	• Provide information assistance to fish farmers through ACSA regional-based offices;
• September – Nov	• Provide assistance in fish farmers marketing support with 3 companies that are not Association members;

- December
 - Analyze the Association activity with regard to the freshwater fish supply on the internal market and for processing.
- Participation of PFID collaborators and colleagues:
- Dr. Marchenko will participate while providing information support; Dr. Gheorghita's assistance is required while analyzing the Association activity with regard to fresh water fish supply.

Activity 4: Deep Processing: Spent hens; Freshwater Fish

- Justification:
- Unprocessed spent hen meat, at the local industrial level is not popular with local consumers; but can be used as a stable source of raw material for deep processing. Therefore a new type of value added product with a higher demand could be introduced.
 - Also, Moldova lacks deep processing of locally produced freshwater fish; metal cans and half cans (plastic containers) are produced from salt-water fish only. In 2002 a trial processing of fresh water fish (including half cans) was performed by PFID. The constant increase of fresh water fish supply from fish farms makes the facilitation of deep processing absolutely necessary, in addition to extend the number of processing companies, increase the amount and range of fresh water fish products.

- Objectives:
- Perform deep processing of spent hens meat;
 - Perform deep processing of fresh water fish at a commercial level;
 - Involve other small and medium sized processing companies in fish processing;
 - Expand the products range and increase the production output.

Expected results:

Deep Processing of Spent Hens' Meat

- The trial processing of 300 (600 Kg live weight) spent hens will be organized at Agrofirma "Anina" and possibly at "Carmez" JSC.
- The third partner supplying raw material for the processing will be "Leghorn" Poultry Company
- New value-added products (200 Kg, estimated) will be introduced
- The products will be taste-tested, economically assessed and exhibited to the market to examine consumers demand.

Deep Processing of Freshwater Fish

- The issue of fish industrial deep processing will be initiated with the companies such as “Delifres” Ltd., “Veshnitsia” JS, “Costeshti” JS and “Ihtiocom”, material resources created and deep processing organized.
- “Free Fisheries” will expand products range (20 products) and production output (by 100 tons or 5%),
- The processing will be performed with the participation of small fish-farmers – fostering the creation of business partnerships in the fish sector.
- New employment opportunities in processing (30 additional jobs estimated) will be created.

Description:

- Having involved companies as: “Anina”, “Carmez” and “Leghorn” in the organization of deep processing, a justification will be developed proving the necessity and economic feasibility of spent hens deep processing. “Leghorn” Poultry Company will supply to “Anina” and “Carmez” Companies a trial lot of spent hens (600 kg live weight) as raw material for deep processing during the first half of the next year. The new value-added products will be test-tasted, economically assessed and exhibited to the market to examine consumers’ demand.
- The issue of fish industrial deep processing will be initiated with the companies such as “Delifres” Ltd., “Veshnitsia” JS, “Costeshti” JS and “Ihtiocom”, material resources created and deep processing of freshwater fish organized. “Free Fisheries” will expand products range and production output. At the same time, it will be attempted to get CNFA involved in fish processing organization at “Ihtiocom” Ltd. “Costeshti” JS and for the increase of production output at “Free Fisheries” into this fish project. Concept papers on reception of grants for participation in the program " Partnership in Agribusiness " will be submitted to CNFA. The processing will be performed with the participation of small fish-farmers and fish producing companies that are members of “Propiscicola” Association.

List of Steps:

- January - February
 - Discuss the issue and facilitate the deep processing of spent hens and freshwater fish with companies such as: “Anina”, “Carmez”, “Leghorn” Poultry, “Veshnitsia”, “Ihtiocom”, “Costeshti”, “Delifres” and “Free Fisheries”.
 - Initiate with CNFA the issue of freshwater fish deep processing at “Ihtiocom”, “Costeshti” JS and expansion of production capacities at “Free Fisheries”.

- March - April • Document the results of all previous activities. Study the existing experience of hens' meat deep processing.
- March - June • Work over the organization of trial processing of spent hens and freshwater fish. Compile protocols, work planning procedures and monitoring of processing.
- July – August • Organize the taste-testing, economic feasibility assessment of the processing results
- September – October • Perform a marketing analyses of the final products
- November • Analyze the processing results and document them.
- December • Analyze the results of activity 4.

Participation of PFID collaborators and colleagues: Dr. Gheorghita will be assisting in the development of economic feasibility analyses. Dr. Marchenko will participate in marketing promotion of value added products. Ms. Mitrofan will interpret while establishing contacts with foreign partners and CNFA.

Activity 5: Information Support

Justification: • PFID clients' survey showed their need for information support with regard to the best practices of raw material production, food safety, advanced technologies of processing, storage and marketing of food products.

• The survey also indicated that the information provided in Year 2 was useful to the clients.

• Clients' interest regarding the information presented by the Project provides the basis to develop this activity for maintenance of information needs of clients

Objectives:

1. Preparation of databases for meat, poultry and fish sectors, regularly updating and database processing;
2. Create information systems for food industry in Moldova in three information blocks: meat, poultry and fish;
3. Multiply and distribute information materials including through partnership with Regional Centers of ACSA.

- Expected results:
- Electronic format of Information System will be developed and accessible to 18 regional offices of ACSA
 - 800 PFID clients will be provided with access to useful information that allows them to improve practices of raw material and food production and marketing, provides food safety by implementing HACCP and advanced storage technologies.
 - As a result of this activity all eighteen of ACSA's Regional Centers will be involved in partnership for information support of the food industry of Moldova that in turn will expand opportunities of PFID for information materials dissemination.

Description: Activity leader: A. Marchenko.

Drs V. Lobcenco, S. Chilimar, V. Lupascu and M. Gheorghita will provide support in preparing the information of their respective sectors to be included into the database system. The submitted information will be analyzed, processed and brought in the developed databanks.

The information system of the project will be disseminated through Internet and ACSA's Regional Offices where it will be delivered by e-mail. While for those ACSA regional centers that lack internet connection, the information system will be disseminated on CDs; this allows expanding clients' access to PFID information system. At present ACSA has 18 Regional Centers equipped with computer equipment and 207 local advisers. It is expected, that access to information system of PFID will be provided to not less than 800 clients.

The project will take part in "Food and Drinks" exhibition organized on May 21st, 2003 in Chisinau. Participation in the exhibition will increase clients' awareness about PFID achievements and results and will allow to present new types of value-added of production (freshwater fish products and may be products of deep processing of spent hens), which were promoted by the project.

List of steps:

- January – March
 - Collect and prepare the information materials for meat, poultry and fish database development.
- January – December
 - Regularly update the Project's web site on the Internet.
 - Translate the information materials received from US-based Technical Team Members, multiply and disseminate it.
 - Inform the key stakeholders about PFID capacity building activities.

- January – August
 - Provide the translated and prepared information materials (manuals, slides etc.) for participants of in-country meat and poultry HACCP and seafood HACCP/SCP training, seminars on joint ventures formation.
- March - June
 - Process databases.
- April – May
 - Prepare the information materials and stands for “Food and Drinks» exhibition to be held on May 21st, 2003 in Chisinau.
- June
 - Develop the 5th Semi-annual Report
- May – September
 - Develop the electronic version of PFID information system for meat, poultry and fish producers and processors.
- September – November
 - Agree with ACSA the electronic version of PFID information system;
 - Disseminate the information system through ACSA’s Regional Centers, Internet.
- November - December
 - Evaluate the results of activity #5;
 - Preparation of 6-th Semi-annual Report;
 - Develop the Preparation of proposals to 2003 work plan.

Participation of PFID collaborators and colleagues: For preparation of a database on meat, poultry and fish sectors it is necessary the participation of Drs S. Chilimar, V. Lupascu and V. Lobcenco and the economist of the project Dr. M. Gheorghita. To process and create a database and multiplication of the IS on the CDs it is needed the programmer’s V. Chilimar participation. For received the translation of the materials from the overseas it is necessary the participation of V. Mitrofan and S. Ponomarenko.

Activity 6: Joint Venture Analysis/Case Study

Justification: Fostering joint venture formation is a primary aim of PFID. To do so, it is necessary to identify businesses that possess the physical, financial, and human assets required to attract foreign direct investment to Moldova. To accomplish this task, a series of case studies have been initiated to examine existing joint ventures in Moldova. Results of these studies will yield a body of information to be used to identify, evaluate, and build the capacity of other potential partners within the Moldovan meat industry.

- Objectives:**
1. Analyze, document and publish in appropriate outlets case studies concerning JV creation in meat and sea food industry of Moldova
 2. Develop capacity building workshops on JV formation and

	disseminate information and expertise gained from case study analysis
	<ol style="list-style-type: none"> 3. Develop potential strategies for public policy to aid in attracting foreign direct investment. 4. To determine each company's potential for JV formation, and identify constraints that may be overcome through changes in private and/or public policies.
Expected results:	<ol style="list-style-type: none"> 1. Four to six case studies concerning JV creation in meat and sea food industry of Moldova analyzed, written-up and published in appropriate outlets. 2. Dissemination of expertise gained from case study analysis 3. Recommended strategies for public policy to aid in attracting foreign direct investment 4. Determination of each company's potential to for JV formation, and identified constraints that may be overcome through changes in private and/or public policies.
Description:	<p>The intentions are:</p> <ul style="list-style-type: none"> • Analyze, write up and publish 4 – 6 case studies on joint venture formation in meat and seafood industry from Moldova in order to identify and disseminate the received results. • Prepare and conduct seminars on JV formation. Seminars will include presentations in order to disseminate information and expertise gained from case study analysis; will include presentations and discussion panels utilizing local & foreign business partners; may also include presentations by experts from CNFA, IFC, BISNIS, and law firms involved in JV formation. Participants will include, the, previously identified, potential local business partners and government representatives, • Begin strength weaknesses opportunities and threats (SWOT) analyses for selected companies in Moldova. The purpose of these analyses will be to determine each companies potential for JV formation, and identify constraints that may be overcome through changes in private and/or public policies.
List of steps:	
<ul style="list-style-type: none"> • January – March: 	<ul style="list-style-type: none"> • Drs. Harrison & Gheorghita - Analysis and write-up of four - six case studies. • To publish the written case studies in appropriate outlets.

- April – May:
 - Design capacity building workshops on JV formation.
 - Identify local potential partners for future JV formation.
 - Develop potential strategies for public policy to aid in attracting foreign direct investment.
- June-Aug:
 - Prepare and conduct seminars on JV formation in order to disseminate information and expertise gained from case study analysis with the participation of experts from CNFA, IFC, BISNIS and Ministry representatives;
 - Develop (SWOT) analyses for selected companies in Moldova, in order to determine potential local partners for JV formation,
 - Identify constraints that may be overcome through changes in private and/or public policies.
- September - December
 - Complete SWOT analyses and publish them in a Meat & Seafood industry directory.

Participation of PFID collaborators and colleagues: Assistance from Drs. S. Chilimar and V. Lobcenco will be needed to make contact with the industry for data collection on activating Joint Ventures. Dr. Marchenko is required to assist in material preparation and publication. Ms. Mitrofan is required to interpret necessary foreign language materials.

Annex B
Work Plan Activities Specific to Ukraine

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ACTIVITY 1: International Institute Of Food Safety And Quality (IIFSQ)

Activity Leader: Dr. Gennady Myroniuk

Current Status: IIFSQ is registered within governmental authorities. The first group of specialists (71 persons) is trained in HACCP plans development for three industries. Two groups of Ukrainian HACCP trainers (4 persons for seafood and 5 for meat/poultry) are certified to provide basic training in Ukraine and other countries. Five manuals (of Seafood HACCP Alliance and USDA), Manual for Seafood HACCP Trainers and a package of materials on U.S. Equivalence are translated. Development of food safety and quality Regulations is initiated. Two enterprises are going to start pilot development of HACCP for their operations. Several academia stakeholders (National Agrarian University of Ukraine, National University of Trade and Economy) showed interest in collaboration with IIFSQ.

Activities are included into Governmental program of development of HACCP methodological training materials and recommendations for the Government.

Objectives for the Year III:

- 1) Creation of conditions for a wide voluntary participation of enterprises of three food industries in HACCP implementation though:
 - Training of at least one hundred Ukrainian specialists in basic HACCP,
 - Experimental HACCP implementation at least three enterprises, and
 - Confirmation of compliance by FDA (seafood), initiation of distant learning course).
- 2) Facilitation of development of regionally adapted national (regional) HACCP Standard (Regulation) (collaboration with American experts for acquisition and dissemination of information on regulations and practice in the USA, development of cooperation with other countries – Moldova, EU, Russia; expert evaluation of Ukrainian HACCP Standard (Regulation) by FDA, establishment of relations with HACCP Alliances);
- 3) Enhancing foundations of food safety – establishment of food science departments at Universities through education-plus-science approach (*National Agrarian University of Ukraine, National University of Trade and Economy*)

Resources:

Cost sharing with members of Association “International Institute of Food Safety (World Laboratory, Ukrainian State Research Production Center for Standardization, Certification and Metrology (UkrSCM), Poltava Center for Standardization, Certification and Metrology (Poltava SCM), as PFID doesn’t have sufficient financial, information and manpower resources.

Work Plan is negotiated among Ukrainian partners: personnel of World Lab and IIFSQ, and stakeholders agreed with proposed distribution of functions and confirmed that they have sufficient time for work items to which they are committed.

A. Work Breakdown Structure and Schedule

Task for the Year III	Elements of work breakdown structure	Performers	Schedule
Creation of conditions for a wide voluntary participation of enterprises of three food industries in HACCP implementation	<i>Basic HACCP training curriculum adapted to Ukrainian context</i>		
	Development of a basic HACCP training curriculum adapted to Ukrainian context	IIFSQ, trainers, World Lab	February - March
	Accreditation of the basic HACCP training curriculum within the International HACCP Alliance (Meat & Poultry) (<i>Note: FDA and Seafood HACCP Alliance have their own curriculum and require strict adherence</i>)	IIFSQ, trainers, World Lab, International HACCP Alliance (Meat & Poultry)	March - August
	Certification of the basic HACCP training curriculum adapted to Ukrainian context by Ukrainian Body for Personnel and Curricula Certification	World Lab, UkrSCM	May
	<i>Information Seminars and Training</i>		
	Arranging with HACCP Alliances for certified trainings according to Alliances' Protocols	IIFSQ, trainers, World Lab	February - December
	HACCP Seminars and Training: 1) HACCP General Information Seminar (Kyiv) 2) HACCP General Information Seminar (Alushta), 3) HACCP/seafood Basic Certification (Sevastopol) 4) HACCP/Meat & Poultry Basic Certification 5) In-site information and training seminars for processors (to be provided upon request of enterprises)	IIFSQ, World Lab, UkrSCM, Poltava SCM, trainers	1. March 2. April 3. First decade of June (<i>during Dr. Moody's follow-up visit to Ukraine</i>) 4. October 5. According to a separate plan
	Participation of Dr. Moody in the June HACCP training (Sevastopol, Crimea) as a supervisor-trainer and auditor (at the time of his follow-up visit)	World Lab, AgCenter, Dr. Moody	First decade of June
	Advanced training of Ukrainian trainers (at least one of the following International HACCP Alliance training): a) HACCP Inspection Model Project; b) Advanced HACCP Course Verification and Validation	AgCenter, World Lab, IIFSQ	According to the schedule of International HACCP Alliance

Task for the Year III	Elements of work breakdown structure	Performers	Schedule
Cont.: Creation of conditions for a wide voluntary participation of enterprises of three food industries in HACCP implementation	<i>HACCP Manuals</i>		
	Proof-reading of translated HACCP Manuals	World Lab, IIFSQ	February - March
	Getting translation review from Academia	World Lab, IIFSQ, National University of Trade and Economy	March
	Legalization of translated Seafood HACCP manuals within Seafood HACCP Alliance (<i>International HACCP Alliance (Meat & Poultry) doesn't require legalization of its manuals</i>)	IIFSQ, trainers, World Lab	March - April
	Development of Ukrainian HACCP manuals adapted to regulatory requirements of Ukraine	Trainers, IIFSQ, World Lab	Through the year
	<i>Pilot HACCP Implementation</i>		
	Selection of enterprises for pilot HACCP implementation	IIFSQ, World Lab, trainers	
	Assistance in HACCP plans development and implementation,	Trainers	February - June
	Preliminary assessment of HACCP plans implemented at seafood processing enterprises	IIFSQ, World Lab, trainers	May
	Arrangements for the -up visit by Dr. Moody and FDA official	Dr. Moody, AgCenter, World Lab	First decade of June
	Development and dissemination of recommendations on HACCP implementation among processors	IIFSQ, World Lab, UkrSCM, Poltava SCM, trainers	July - December
	Round table on HACCP implementation, with participation of Ukrainian, Moldovan industry representatives and trainers	World Lab, IIFSQ, UkrSCM, Poltava SCM, INZMV, trainers	November
	<i>HACCP Promotion Activities</i>		
	Scientific and Practical Conference "Food Safety Requirements of Modern Market and Consumer Protection: HACCP System in Ukraine"	Department of Foods, Health Department, Ukrainian Association of Consumers, World Lab, IIFSQ, UkrSCM	Late February
	Development of methodology of competition among enterprises on the best organization of safe and high quality food production system	World Lab, IIFSQ, UkrSCM, Poltava SCM, trainers	November - December

Task for the Year III	Elements of work breakdown structure	Performers	Schedule
Cont.: Creation of conditions for a wide voluntary participation of enterprises of three food industries in HACCP implementation	Provision of information for development and update of IIFSQ/HACCP web-page	World Lab	February - December
	Promotion of IIFSQ HACCP activities	World Lab, IIFSQ, UkrSCM, Poltava SCM	March - April
Development of regionally adapted national (regional) HACCP Standards	<i>State Support</i>		
	Provision of state support of IIFSQ activities	Dr. Myroniuk	February - December
	<i>Regulatory Basis</i>		
	Assistance in negotiating MOU between FDA and Ukrainian governmental authorities	World Lab, IIFSQ, Dr. Moody, FDA	January - June
	Participation in preparation of recommendations for the Government of Ukraine, Ministries and Bodies on elaboration of regulatory documents for HACCP implementation and training of certified specialists	Technical Committee for HACCP Standardization, World Lab, IIFSQ, UkrSCM, Poltava SCM	February - December
	Translation of Ukrainian HACCP Standard (Regulation)	World Lab, IIFSQ	February
Facilitation of development of regionally adapted national (regional) HACCP Standard Regulation)	Forwarding translation of the Ukrainian HACCP Standard (Regulation) to FDA for expertise	Dr. Mike Moody, World Lab, IIFSQ	February
	Facilitation of approval and implementation of the HACCP State Standard (Regulation)	World Lab, IIFSQ, UkrSCM, Poltava SCM	March - July
	Provision of assistance for Subcommittees of the State Standards Committee of Ukraine in developing harmonized HACCP standards for separate branches of food industry	World Lab, IIFSQ, UkrSCM, Poltava SCM	February - December
	<i>Relations with HACCP Alliances</i>		
	Accreditation with International HACCP Alliance (Meat and Poultry)	IIFSQ, World Lab	February - March
	Establishment of contacts with National Seafood HACCP Alliance	IIFSQ, World Lab	February - December
	Continuous information exchange with Alliances	IIFSQ, World Lab	February - December

Task for the Year III	Elements of work breakdown structure	Performers	Schedule
Enhancing foundations of food safety – establishment of food science departments at Universities through education-plus-science approach	<i>Collaboration with Academia</i>		
	Facilitation of signing of MOU and initiating student exchange program between National Trade and Economy University and LSU AgCenter	LSU, World Lab, IIFSQ, Dr. Myroniuk, Dr. Natalia Prytulska (National Trade and Economy University)	February-December
	Participation in development of a training curriculum for a pilot University course on HACCP	World Lab, IIFSQ, Dr. Myroniuk, Dr. Natalia Prytulska (National Trade and Economy University)	February - July
	Participation in introducing pilot University course on HACCP at the Department of Food Commodity Knowledge, National Trade and Economy University (Kyiv)	World Lab, IIFSQ, Dr. Myroniuk, Dr. Natalia Prytulska (National Trade and Economy University)	September
	Provision of assistance to Dr. Moody in development of a Proposal for USAID	World Lab, IIFSQ	

B. Progress Evaluation Plan

Activity	Progress Evaluation Measure	Efficiency Indicator
Basic HACCP training curriculum adapted to Ukrainian context	Weekly monitoring of progress by Dr. Myroniuk	<ul style="list-style-type: none"> Basic HACCP training curriculum adapted to Ukrainian context is accredited within International HACCP Alliance and certified by Ukrainian Body for Personnel and Curricula Certification, which is supported by documents
Information Seminars and Training	<ul style="list-style-type: none"> Weekly monitoring of progress by Dr. Myroniuk; Documentation of seminars and training (lists of attendees, confirmation of presence at all lectures); Examination at the end of trainings; Dissemination of evaluation questionnaire among attendees 	<ul style="list-style-type: none"> 4 documented information seminars and Basic HACCP training conducted; 2 documented in-site information and training seminars for processors conducted; Number of people trained – 100; Positive comments and feedback from attendees.
HACCP Manuals	<ul style="list-style-type: none"> Weekly monitoring of progress by Dr. Myroniuk 	<ul style="list-style-type: none"> Positive translation reviews got from academia (National University of Trade and Economy); National HACCP Alliance approved translated manuals for use at Basic HACCP Certification and SCP training
Pilot HACCP Implementation	<ul style="list-style-type: none"> Continuous monitoring by World Lab and IIFSQ of trainers' work with enterprises; 	<ul style="list-style-type: none"> HACCP is implemented at 3-4 meat, poultry and seafood enterprises; Positive results of preliminary FDA inspection of 1-2 seafood processing enterprises;

Activity	Progress Evaluation Measure	Efficiency Indicator
	<ul style="list-style-type: none"> Dissemination of evaluation questionnaire among participants of round table 	<ul style="list-style-type: none"> Positive comments and feedback from round table participants
HACCP Promotion Activities	<ul style="list-style-type: none"> Weekly monitoring of progress by Dr. Myroniuk; 	<ul style="list-style-type: none"> Recommendation on HACCP implementation is developed and disseminated; Number of visits of IIFSQ/HACCP web-page (if ISS is placed in Internet)
State Support		<ul style="list-style-type: none"> Appreciation letters from the Government
Regulatory Basis	<ul style="list-style-type: none"> Weekly monitoring of progress by Dr. Myroniuk 	<ul style="list-style-type: none"> Ukrainian HACCP Standard (Regulation) is approved, with consideration of FDA comments; Recommendations for the Government and State Standards prepared
Relations with HACCP Alliances	<ul style="list-style-type: none"> Regular monitoring of progress by Dr. Myroniuk Content-analysis of communication with both Alliances 	<ul style="list-style-type: none"> IIFSQ is a member of International HACCP Alliance; Information submitted to and received from International HACCP Alliance and National Seafood HACCP Alliance
Collaboration with Academia		<ul style="list-style-type: none"> Pilot University course on HACCP is introduced at the Department of Food Commodity Knowledge, National Trade and Economy University (Kyiv)

ACTIVITY 2: Establishment And Maintenance Of Information System To Support Meat, Poultry And Seafood Industries Of Ukraine

Activity leader: Dr. Ludmila Dargeyko

Current status:

Currently the data bank includes records of 410 poultry enterprises, 200 meat enterprises and 148 fish enterprises. Enterprises are categorized by oblasts and by types of products.

A user-friendly interface was developed to help users search for meat and poultry processors contact information. A fish sub-system is being actively developed and it was decided to add two new sub-systems: “Refrigeration” and “Associations”. Therefore, though the ISS is not placed in Internet yet, time and efforts were not spent in vain. Objectives for Year Three are developed to continue the achievements of Year Two.

Background:

Demonstration of ISS at “Poultry-2002” trade show, communication with Associations and direct contacts with stakeholders showed high interest of enterprises in information on where pedigree livestock is produced, where raw material for processing is produced or harvested, and in opportunity to promote their products or technologies.

Analysis of the clientele and Internet access opportunities, conducted with assistance of Associations leaders showed that private food industry enterprises are already computerized and have Internet access, while large state companies receive information from associations through established channels (fax, phone, mail). Association management is interested in computerization of access to information and giving any assistance in ISS development, providing the most popular information.

Objectives for the Year Three:

1. Provision of the wide access to already completed ISS resources for users.
2. Widening of the spectrum of information available from the site.
3. Development and implementation of mechanism for Internet-site support and update to provide its sustainability after the end of the Project.
4. Interrelation with other Project Activities (Model Associations, Livestock Market, International Institute for Food Safety and Quality) and establishment of a system of printed information dissemination for those who don't have Internet access (via fax, mail).

Resources:

While PFID doesn't have its own server for placing ISS in Internet, we will use Internet site of the Ministry of Agrarian Policy. When the computer is installed at World Lab (hopefully, in the second quarter of 2003) we will develop our own portal, place ISS there and maintain it.

Work Plan duties are delegated among personnel of World Lab and stakeholders; JSC “AgroPromSystem”, Ukrptakhoprom Association, Ukrmiasso Association agreed with the proposed distribution of functions and confirmed that they have sufficient time for work items to which they have committed.

A. Work Breakdown Structure

Objectives for the Year III	Elements of work breakdown structure	Performers	Schedule
Provision of the wide access to already completed ISS resources for users	Placing ISS at the web-site of the Ministry of Agrarian Policy		
	<ul style="list-style-type: none"> Handing over of data bases of Poultry Sub-system to the Ministry of Agrarian Policy 	World Lab	January
	<ul style="list-style-type: none"> Development of a web-site design 	JSC "AgropromSystem", World Lab	February
	<ul style="list-style-type: none"> Placing in Internet 	JSC "AgropromSystem",	March
	Seminars for clients (training and acceptance of terms of use)	World Lab, UkrPtakhoprom, JSC "AgropromSystem",	March
Widening of the spectrum of information available from the site	Information on refrigeration technologies	World Lab, OSAR	April - September
	Adding sub-system "HACCP and International Institute of Food Safety and Quality" for reference information.	World Lab, IIFSQ	
	<ul style="list-style-type: none"> Adding a list of all Centers for Standardization, metrology and Certification, with information about all HACCP trained and certified personnel. 		January
	<ul style="list-style-type: none"> Development of list-register of all HACCP certified specialists 		February
	<ul style="list-style-type: none"> Development of a user-friendly interface to access this information, allowing organize consultations; 		March
	Widening the fish enterprises data base;		
	<ul style="list-style-type: none"> Developing an interface for this data base; 	Institute of Fisheries,	April – September
	<ul style="list-style-type: none"> Organization of information access regarding fish (raw material, products, volumes, prices etc.) including a fish database structure, interface and a mechanism of automatic update through analysis of available information. 	Department of fisheries	
	<ul style="list-style-type: none"> Acquisition of more information on characteristics of aquaculture fish species, technologies of growing in different waters, regulations and technical documentation. 	Fish trade associations	

Objectives for the Year III	Elements of work breakdown structure	Performers	Schedule
Widening of the spectrum of information (cont.)	Placing of ISS in Internet	World Lab	October
Development and implementation of mechanism for Internet-site support and update to provide its sustainability after the end of the Project	Development of an interactive feedback, including pages “Buying” (profiles for different types of products), “Selling”, “Contacts” (for information inquiries, comments, propositions, and for introducing new information about enterprises into the data-base); Development of a mechanism of registration of site visits.	World Lab	September - October
	Arranging newsletters dissemination	World Lab, JSC “AgropromSystem”, Ukrmiasso, Ukrptakhoprom	September - October
Interrelation with other Project Activities (Model Associations, Livestock Market, International Institute for Food Safety and Quality) and establishment of a system of printed information dissemination for those who don’t have Internet access (via fax, mail).	Selection of information for distribution via mail, fax, etc. Identification of users needing printed materials and dissemination of information (on all Project Activities)	World Lab, JSC “AgropromSystem”, Ukrptakhoprom and Uktmiasso Associations, “Ukraine-Refrigeration” Association, Livestock Marketing Agency, International Institute of Food Safety and Quality	During the year
	Development of a list of topics and a structure of information covering all Project activities to be placed at the ISS web-site.	World Lab	
	Compilation of mailing lists and information newsletters dissemination Placing at the web-site	World Lab	November - December
Analysis of results	Calculation and analysis of site visits and addresses	World Lab	November - December
	Analysis of comments, if any appear at the “Contacts” page	World Lab, JSC “AgropromSystem”	

B. Progress Evaluation Plan

- 1) *Efficiency Indicators* - To be calculated using an automated meter
 - Number of site visits;
 - Number of new registered members (clients who completed a questionnaire);
 - Number of offers for sale;
 - Number of inquiries for buying;
 - Number of messages and applications automatically received via site e-mail;
 - Number of questions/referrals to certified specialists, represented at the site.
 - Number of buyers and sellers who found each other through web-site;
 - Number of newsletter subscribers;
 - Clientele comments.
- 2) We will ask stakeholders and partners from LSU to assess quality of web-site by grading its major features using 10-point scale:
 - First impression, first page;
 - Navigation mechanism at the first upper page;
 - Irritating graphics or unnecessary advertisements;
 - Degree of satisfaction with number of mouse click necessary to get to target information;
 - Ratio of unnecessary clicks (user loses orientation);
 - Well-organized search for data;
 - Degree of satisfaction with quitting the site (completing the visit).

ACTIVITY 3: A Model Livestock Market in Ukraine

Activity Leader: Dr. Lubov Moldavan

Current Status: Establishment of the Model Livestock Market was initiated in one of the oblasts of Ukraine: analysis of economic feasibility was conducted, pilot region selected, Livestock Marketing Agency registered for implementation of auction trade mechanisms; Provision for Auction Trade was developed and Government approval received.

Goals for the Year III:

- Continuous economic support of all Livestock Market activities as well as other activities of the Project, enhancing the Livestock Marketing Agency in Volhyn oblast of Ukraine - *Analysis of operation and assessment of results of livestock auctions held by the Livestock Marketing Agency;*

- Initiation of activities to facilitate establishment of local model unions of meat producers of two legal forms: associations and procurement/sales cooperatives;
- Capacity building and familiarization of producers with foreign experience to promote different types of livestock markets and ways of balancing interests of market participants - *preparation and dissemination of a brochure “Livestock Market Mechanisms: U.S. Experience and Prospects for Ukraine”*; *relevant training*;
- Economic analysis and participation in the legislation development process

Achievement of these goals would provide the foundation for formation of a union of the highest level that could unite all participants of food chain – livestock producers and their unions, processors and their unions, wholesalers and retailers. Economic feasibility study, development of models, draft regulations and by-laws could be one of the activities for the next phase of the Project.

Resources: Project resources; Resources of Livestock marketing agency

A. Evaluation Measures:

- Number of auctions held - at least 5;
- Publications in mass-media - 2-3
- Brochures - 1 published in hard copies and 1 - electronically
- Number of Seminars - 5
- Number of participants at the Workshops and Seminars - at least 200
- Establishment of 1 Livestock producer model associations and cooperatives
- Methodological recommendations - 1

B. Work Breakdown Structure:

Goals for the Year III	Elements of work breakdown structure	Performers	
Enhancing and economic support of the Livestock Marketing Agency in Volhyn oblast of Ukraine	Analysis of compliance of Provision for Livestock Auction Trade with requirements of actual practice, preparation and submission of amendments to the Ministry of Agrarian Policy, if necessary	Project economists Livestock Marketing Agency	January
	Assistance in development of auction procedure complying with regulatory requirements		January
	Facilitating the livestock evaluation expert group training		February
	Generalization of auction practice with a purpose of its improvement		March-August
	Assistance in awareness building and information support		Over the year
Initiation of activities to facilitate establishment of local model unions of livestock producers - to enhance their joint activities at the market	Identification of the interested groups, advising		January-March
	Development of methodological recommendations on appropriate institutional and legal forms of producer assemblies		April
	Organization of seminars with initiators and potential participants of such unions on the following topic: "How to create a livestock procurement and sales cooperative"		February
	Economic feasibility study, business plan development and assistance in Statutory package (by-laws) preparation for livestock producer assembly legalization		June - August
	Assistance in registration with the State Authorities		October - November
	Organization of support from governmental agencies, Union of agricultural enterprises of Ukraine, Association of Farmers and Landowners of Ukraine, Ukrainian Cooperative Union		July-September
Initiation of activities to facilitate establishment of local model unions of livestock producers - to enhance their joint activities at the market (cont.)	Search for financial assistance in equipping a slaughterhouse of the model cooperative		July-November
	Distribution of information and involvement of other interested projects, funds and organizations in collaboration with the livestock producer group		Over the year

Goals for the Year III	Elements of work breakdown structure	Performers	
Related Training and Informational Support	Team lecture of American and Ukrainian economists “Livestock Market Mechanisms: Experience of USA and Prospects for Ukraine” on the same topic for agro-industrial specialists, professors and postgraduates of agricultural Universities of Ukraine	Dr. Harrison, Prof. Moldavan	August
	Preparation and dissemination of a brochure “Livestock Market Mechanisms: U.S. Experience and Prospects for Ukraine”	Prof. Moldavan, Dr. Paskhaver	May-August
	Generalization of experience of U.S. farmers trade associations and dissemination of results among agrarian information and consulting centers and Kyiv Center of Agrarian Reforms and on the Project website		May-August
	Publication of articles in mass media on the above mentioned issues		Over the year
Economic analysis activities	Gathering of monthly and quarterly statistical data and respective monitoring of meat market condition in Ukraine; short-term forecasts of production and market situation in meat industry	Prof. Moldavan, Dr. Paskhaver,	Over the year
	Analysis of situation in the associations, unions and enterprises, set up with the Project assistance		July, December
	Auction livestock supply cost analysis methodology development	Prof. Moldavan, Dr. Harrison	July
	Tracking the cost of livestock supply through auctions and price comparison at the Livestock market	Prof. Moldavan	August -October
Participation in the legislation development process	Continuation of the work within the group of the Ministry of Agrarian Policy over the Law of Ukraine "On the Agrarian Market regulation" (work title)	Prof. Moldavan, Dr. Paskhaver,	Over the year
	Participation in the development of the Law of Ukraine "On wholesale agricultural markets" (chapter "Auctions")		Over the year

ACTIVITY 4: Association Development

Activity Leader: Dr. Nikolay Meleshko

Current Status:

Model association founded in the Southern region of Ukraine "Azov Sea Basin" have demonstrated the advantages of horizontal and vertical joining of participants for the higher efficiency and profits, improved safety of products and associated removal of the industrial enterprises from the shadow sector. The Union of Associations "Ukraine-refrigeration" is on the final stage of registration with the Ministry of Justice of Ukraine. The Union targets to join the members as the participants of the "cold chain" in product delivery "from field to table".

In 2002 the number of PFID client associations increased from 4 (2001) up to 13. Members of almost all associations are active participants of PFID activities – ISS development, economic seminars, training on association enhancement, and HACCP training. Contacts were established with business associations working under the BIZPRO aegis, as well as with BIZPRO business Information Network to facilitate business partnership development.

Objectives for the Year Three:

- Enhancing capacity of associations through the wide use of the Information Support System developed for Food Industry, seminars and training provided by the PFID Project;
- Enhancing capacity of the participants of cold chain (producers and consumers of refrigeration) through the services to be provided by the Union of Associations "Ukraine-Refrigeration";
- Sharing experience of the model associations, created within the PFID Project in seafood industry with other processing industries;
- Enhancing the available Associations and widening the array of their services to members ("Ukrmiasso" and "Ukrptakhoprom").

Resources: Mostly PFID Project resources, wide collaboration with partner institutions - LSU AgCenter and WFLO in terms of the printed resources and expert visits, associated award mechanism

Work Plan is negotiated among Ukrainian partners: personnel of World Lab and stakeholders agreed with proposed distribution of functions and confirmed that they have sufficient time for work items to which they have committed.

A. Work Breakdown Structure and Schedule

Tasks for the Year III	Elements of the Work breakdown structure	Performers	Schedule
Enhancing capacity of associations through the wide use of the Information Support System developed for Food Industry, seminars and training provided by the PFID Project;	Training Seminar on Use of the Information System developed within the PFID Project for potential users in the three industries	World Lab; Union of Associations "Ukraine Refrigeration", Odessa State Academy of Refrigeration	March - April
	Round table on the Poultry products quality control jointly with the US experts for representatives of processing enterprises and standardization agencies	Ukrptakhoprom, International Institute for Food Safety and Quality (IIFSQ); US Experts (Dr. MacMillin)	First half-year
	Close collaboration with members of active Associations in HACCP training and implementation, and economic seminars	Ukrptakhoprom, Ukramiasso, Azov Sea Basin Association, IIFSQ, Project economists	According to IIFSQ Work Plan
Enhancing capacity of the participants of cold chain (producers and consumers of refrigeration) through the services to be provided by the Union of Associations "Ukraine Refrigeration"	Round table "Potential for the new skills implementation" with participation of the Ukrainian specialists attended WFLO Institute in 2003	Ukrainian participants of the WFLO Institute; World Laboratory; Union of Associations "Ukraine Refrigeration"	February – March
	Encouragement of the Information consulting centers initiation in the regions through the associations - members of the Union of Associations "Ukraine Refrigeration"	World Laboratory, Union of Associations "Ukraine Refrigeration" (regional representatives)	June - July
	Translation and distribution (in hard copies and e-directory) of the WFLO materials interesting for the Ukrainian professionals, including the Q&A Bulletins mechanism, to comply with the needs of the Cold Chain participants	World Laboratory, WFLO; Union of Associations "Ukraine Refrigeration", Ukrmiasso, Ukrptakhoprom	During the year
	Distribution of the directory of technological directions on production of Meat, Poultry and Seafood products using cold technology among the members of Associations	World Laboratory, WFLO, Union of Associations "Ukraine Refrigeration" (regional representatives), Ukrmiasso, Ukrptakhoprom	April – May September – October
	Search through Association members for products with high commercial potential and facilitating participation in the Trade Shows in Boston	World Laboratory, Dr. Mike Moody, Union of Associations "Ukraine Refrigeration" (regional representatives), IIFSQ	First half-year

Tasks for the Year III	Elements of the Work breakdown structure	Performers	Schedule
Sharing experience of the model associations, created within the PFID Project in seafood industry with other processing industries;	Round table on Association activities, experience of successful associations with participation of the Azov Sea Basin Model Association and invited representatives of BIZPRO business-associations	World Laboratory (Project economists), associations - Ukrmiasso and Ukrptakhoprom; Union of Associations "Ukraine refrigeration", Azov Sea Basin Association, WFLO (possibly), Moldovan partners	March – April
	Development of methodic materials and recommendations on association enhancement for further distribution among potential members (in hard copies and via Internet)	Project economists; collaborating Associations	February-September
	Seminar “Revitalization of Fish Resources: Experience of Ukraine and Moldova”	World Lab, Ukrplemrybcenter (Ukrainian Fish Breeding Center), Institute of Fisheries, Moldovan Partners	Second half-year
Enhancing the available Associations and widening the array of their services to members ("Ukrmiasso" and "Ukrptakhoprom")	Preparation of the Proposal to the WFLO and LSU Ag Center regarding the possible study tour to the US for the Association leaders from Ukraine and Moldova to gain experience in the following areas: Market relations International Partnerships Legal representation of members and policy advocacy	World Lab, heads of Associations	February-March
	Organization of the discussion “Leaders Round Table: Prospects for development of associations within international collaboration”	World Lab, association leaders trained in the US, PFID active client associations	Second half-year
	Further obtaining and analysis of business proposals of association members for further dissemination through PFID ISS and “Search for Partner” BISNIS Program	World Lab, heads of Associations	During the year

B. Progress Evaluation Plan

Activity	Progress Evaluation Measure	Efficiency Indicator
<p>Enhancing capacity of associations through:</p> <ul style="list-style-type: none"> The wide use of the Information Support System developed by PFID; Participation in PFID-provided training 	<ul style="list-style-type: none"> Automatic ISS meter; Documentation of seminars and training; Survey of association members on self-evaluation of capacity 	<ul style="list-style-type: none"> Number of ISS visits; Number of participants of PFID-provided training and seminars; Number of enterprises using WFLO materials; Number of clients who showed specific indicators of capacity increase
<p>Enhancing capacity of the participants of cold chain (producers and consumers of refrigeration) through the services to be provided by the Union of Associations "Ukraine-Refrigeration"</p>	<ul style="list-style-type: none"> Registration documents of regional information and consulting centers; Presentation of the directory of technological directions on production of Meat, Poultry and Seafood products using cold technology; Energy audit of cold chain members (survey); Marketing study on high quality seafood products identification 	<ul style="list-style-type: none"> Number of regions where information and consulting centers are actively operating; Number of directories disseminated; Number of energy audit profiles Seafood products with high commercial identified for further participation in Boston trade-show
<p>Sharing experience of PFID model associations</p>	<ul style="list-style-type: none"> Monitoring of development of methodical materials and recommendations; Documentation of round tables and seminars organized, and cooperation agreements concluded 	<ul style="list-style-type: none"> Number of methodical materials and recommendations; Number of participants of round tables and seminars; Number of agreements concluded between associations or members of different associations

Annex C

Technical Assistance to be Provided by the LSU/WFLO-based Technical Team

Dr. Michael Moody, Chairman and Professor, Food Science Department, LSU AgCenter

IIFSQ and INZMV are prepared to welcome Dr. Moody and Mr. Greg Small, his FDA colleague in early June (May 30-June 19). To make this trip successful they are currently negotiating with processors willing to implement HACCP and be monitored by their American visitors. IIFSQ has identified the Department of Foods at the Ministry of Agrarian Policy and the Sanitation Agency at the Ministry of Health as government agencies appropriate for signing a Memorandum of Understanding with the FDA.

Dr. R. Wesley Harrison, Associate Professor, Agricultural Economics Department, LSU AgCenter

Dr. Harrison has tentatively scheduled one week in October for training in Moldova. Primary topics include Joint Venture formation in Moldova.

Dr. Kenneth McMillin, Professor, Animal Science Department

Dr. McMillin plans to travel from the end of June to early July (June 21-July 5) to Monitor HACCP implementation in meat and poultry processing plants and to participate in a round table for poultry quality.

Dr. Walter Morrison, Evaluation Consultant

This consultant will travel to Ukraine and Moldova in July (11-26) to collect field data appropriate to the Project's evaluation.

Drs. Lakshman Velupillai and Jonathan Hubchen, International Programs, LSU AgCenter; Mr. J. William Hudson, WFLO

These project staff members will participate in the 3rd Advisory Committee Meeting, scheduled for Chişinău, Moldova in January 2004, as well as any planning, technical or management assistance deemed necessary by Project management. This would include two trips by Dr. Velupillai in May and June 2003 to identify the new Moldovan Partner

WFLO-Affiliated Specialists

WFLO will sponsor at least two and possibly more trips in which member specialists will provide training and technical assistance in association enhancement and cold chain issues. This will include the following:

- In May 2003, Mr. Ron Vallort will participate in a cold chain round table to be held during the Chişinău Food and Drinks Exposition; and
- In July to September 2003, other WFLO-sponsored specialists will provide technical assistance through follow-up round tables with "Ukraine Refrigeration" and the National Refrigeration Association of Moldova.

ANNEX D
PFID – YEAR 3 PROJECT ACTIVITY CONCEPT PAPER
Evaluation

1. Activity Leader – Jonathan Hubchen, PFID Project Coordinator

2. Justification

As stated in the following project proposal text, PFID is obligated to ensure that a Project evaluation is conducted...

- Page 29 – “Subsequently [LSU] will provide direction to, and coordination of all project activities. A sampling of these activities include: ...#8. Implement the evaluation process in Year 3.” **[Note.** No *final* evaluation is mandated or funded in Year 4]
- Page 23 – “...This evaluation will address several broad concerns including: (1) Relevance: Do the constraints the project was initially designed to address present major problems that are germane to the current strategies? (2) Effectiveness: Is the project achieving satisfactory progress toward its stated objectives? (3) Efficiency: Are the effects of the project activities being produced at an acceptable cost compared with alternative approaches to accomplishing the same objectives? (4) Impact: What positive and negative effects are resulting from the project? and (5) Sustainability: Are the effects of the project likely to become sustainable development impacts?”

3. Objectives and Results

As a result of this evaluation the Project will obtain relevant information for the measurement of its progress toward its objectives and a list of recommended changes for its programmatic operations for its final year. The information and recommendations will be documented in a report, conforming to the outlined detailed in a Scope of Work. The deadlines for this report are as follows:

- August 29, 2003 – Submission of first draft; and
- October 31, 2003 – Submission of final copy: For presentation at the third Advisory Committee Meeting in January 2004 and inclusion in the sixth Semi-annual Report in February 2004.

4. Description of Appropriate Measurements - based on a discussion between Jonathan Hubchen and Dr. Satish Verma

The key issue in design and conduct will be the development of an instrument that will address the concerns in the previous section.

- **Relevance** – Are Project activities addressing issues that are relevant to the meat, poultry and seafood sectors in Ukraine and Moldova? For example will PFID's promotion HACCP adoption lead to increased foreign exchange earnings for Ukraine and/or Moldova?
- **Effectiveness** – This will be linked to the achievement of Project activity results/indicators.
- **Efficiency** – Is this measured in terms of the Project or of stakeholders? Will the evaluation specialist or Project staff identify alternatives, against which selected strategy solutions will be compared?
- **Impact** – A key issue will be the changed market for livestock producers
- **Sustainability** – This will probably be linked to profitability for private sector stakeholders.

5. Schedule

Deadline	Work Item
March 2003	Evaluation Specialist identified, for whom a TOR is prepared
April 2003	Specialist reviews secondary data
May 2003	Specialist designs instruments <ul style="list-style-type: none"> • A key component probably will be a qualitative survey for stakeholder plants Specialist determines data collection schedule with Project Coordinator
July 2003	Field work conducted; data collected
September 2003	Data analyzed and organized; first report draft submitted to LSU
November 2003	Final report submitted to be included in the 6 th Semi-annual Report, submitted to USAID in February 2004 (However, the individual report can be submitted earlier to USAID if deemed appropriate by Dr. Velupillai)
January 2004	Final report presented at the 3 rd Advisory Committee Meeting

6. Needed Resources and Personnel

The following resources will be funded by the following line items in the PFID/LSU budget:

- *Salaries* – \$3,000 (10 days @ \$300) budgeted for Evaluator during Year 2 (to conform to USAID request for budget realignment); and

- *Travel* - \$4,255 budgeted for round trip and per diem for Evaluator during Year 2 (to conform to USAID request for budget realignment).

Given these budgetary limits, it is likely that the specialist will have to be on the faculty of the LSU AgCenter. Dr. Verma has promised to identify potential specialists by the first week of December 2002.

To ensure the success of this activity, the Project personnel and collaborators are asked to fulfill the tasks mention in the succeed role chart.

Personnel	Task(s)	Level of Effort
Lakshman Velupillai, Project Director	<ul style="list-style-type: none"> • Select specialist • Approve evaluation instrument • Review and approve reports 	Within existing scope of duties
Satish Verma, LSU Professor	Provide advice as needed regarding specialist identification and evaluation design	1 day
Jonathan Hubchen, Project Coordinator	<ul style="list-style-type: none"> • Develop TOR • Recommend Specialist to Project Director • Organize secondary data for Specialist • Arrange logistical preparations for field work • Present final draft findings if necessary 	Within existing scope of duties
Evaluation Specialist	<ul style="list-style-type: none"> • Review secondary data • Design evaluation instrument(s) • Review schedule with Project Coordinator • Conduct field study • Analyze data • Prepare reports • Present final draft if possible 	<ul style="list-style-type: none"> • Before field study: 5-10 days • Field study: 10-15 days • After field study: 10-15 days
World Lab and INZMV	<ul style="list-style-type: none"> • Provide secondary data as needed • Provide in-country support for Specialist as needed: lodging, transportation, office supplies, etc. 	In country support is 5-7 days each; within existing scope of duties